											Zucker
L										One-time or	Recommended
Priority Area	Work Group	Contact Name	Rec#	Zucker Recommendation	Staff Feedback	Department Recommendations and Action Step(s)	Start Date	End Date	Financial Considerations	Operating Cost	Phase
Management/ Communication	City Management and City Council	Rodney Gonzales and Greg Guernsey	1	The Director of the Planning and Development Review Department, and the City Manager should review the study and agree on an implementation plan, which should include:  - An agreed-upon timetable and work program;  - Costs estimates and method of funding;  - Methods to communicate with Stakeholder groups; and,  - Action on budget and policy matters by the Mayor and City Council.	Concur	The Zucker Report has been reviewed, and the implementation plan will be over a two-year period as recommended within the report. An Action Plan that details the specific responses and timelines is completed. Cost estimates are provided within the Action Plan and will be proposed over a two-year budget period (Fiscal Year 2016 and Fiscal Year 2017). Funding will be proposed from increases in fees, which are currently underpriced according to a recent cost of service study.	Completed	Completed	An Action Plan has been prepared and will be implemented over the next two (2) fiscal years. The FY2015-16 Proposed Budget includes \$2.8 million of ongoing expenses related to staffing and \$2.0 million of one-time expenses. \$1.4 million of additional ongoing expenses related to staffing will be requested in the FY2016-17 Budget.	N/A	1
Management/ Communication	Entire Department	Sylvia Arzola		#2: Managers and Supervisors should develop an approach to broken window issues within Planning and Development Review Department (PDRD). #7: Have a consultant develop new signs and wayfinding for PDRD functions. #31: The words, "One-Stop-Shop" should be removed from signs and replaced with words related to specific functions. #181: Signage should be provided adjacent to the Development Assistance Center that lists the type of services provided in the building and the location of the group that provides the service. #357: Update offices with paint and carpets.	Concur	Make facility improvements, develop new signs and wayfinding, update all signage, update offices with paint and carpets. Development Services will create a facilities team to identify specific problems relating to general appearance of common areas. Improvements and changes will be prioritized. The facilities team will institute quarterly division / floor wide clean up days to prioritize removing outdated information to permanent storage. A formalized process and procedure to request repairs of facilities will be established. New professional and directional signage will be designed and installed in all public areas. New flooring and wall paint and decor will be upgraded to professional standards. Comfortable seating will be installed to accommodate walk-in customers. All efforts will be coordinated with building management within One Texas Center. The One Stop Shop branding will be updated to reflect services provided. However, the concept of a single facility for all customer permitting needs will be reinforced. The department will provide the signage that lists the type of services provided and the location of the group that provides the service. The funding requests for these items was submitted for the Fiscal Year 2016 budget.	Oct-16	Feb-16	#7: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$20,000.  #281: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$10,000.  #357: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$200,000.	One-Time	1
Management/ Communication	Entire Department	Sylvia Arzola		#3: Planning and Development Review Department (PDRD) should develop a specific formal approach to continually involve Stakeholders in all relevant issues and officially join these groups. #55: PDRD needs to develop a methodical program to relate to the relevant industries. #57: PDRD should develop a clear strategy as to how to best relate to a variety of groups interested in Austin planning and development. #387: Add one Public Information Specialist.	Concur	The Public Information Specialist position will develop and implement a strategy to build and maintain relations with interested parties and industry and neighborhood groups. The Public Information Specialist will use a variety of communication modes and methods to engage stakeholders, industries, and all groups interested in planning and development. Concurrently, the Public Information Specialist will assess current internal communication strategies in an effort to consolidate, document and enhance current processes. In an effort to increase transparency and accountability, the Public Information Specialist will pursue web-based tools and formal stakeholder email lists to keep all individuals and groups apprised of department activities such as policy or ordinance changes; to develop a public speaker's bureau for each division; to research what other peer communities are doing for community engagement; and to ensure stakeholder involvement bridges all facets of operations in both departments.	Dec-15	Sep-16	#3: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$30,000. #387: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$73,501.	Operating	1

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						Develop a communication strategy and employ a department					
						newsletter. The departmental newsletter for Development					
						Services and Planning and Zoning launched in November					
						2014. A team of cross-division employees contribute to the					
						content of the newsletter that is distributed to all employees.					
						The monthly newsletter is one method of communication to					
						convey new policies and procedures, employee appreciation					
						and awards and possibly code amendments. Its important					
						that the content for the newsletter be relevant, informative					
						and professionally designed. A standard operating procedure					
						will be developed to define protocol for dissemination of					
				#4. Manager and Company to the data developed and the control of t		information, including time sensitive and critical information.					
				#4: Managers and Supervisors should develop a specific		Staff will continue working on several other initiatives					
				strategy to improve communication throughout the		underway to improve communication throughout the					
1		1		Department.		department including weekly council agenda and action					
L	L	1		#5:The Department should give high priority to continuing	]	summaries and management team notes, and will expand					
Management/	Entire			the newsletter to all employees and expanding its content. It		these to include policy determinations and formal summaries					
Communication	Department	Sylvia Arzola		may also be useful to post the newsletter on the website.	Concur	of code amendments.	Jul-15	Feb-1	5 None	Operating	1
1		1									
1		1		#6: Planning and Development Review Department (PDRD)							
				should review all handouts to see that they are up to date,							
				readily available and they should have a uniform design with		Review all handouts and clearly note all office hours on all					
				easy identification for customers, including wheelchair users.		handouts. Staff will redesign and update all public handouts					
Management/	Entire			#25: All office hours should be clearly noted for customers on		to ensure that they are up-to-date, readily available, have a					
Communication	Department	Sylvia Arzola		handouts, postings, and website.	Concur	uniform design, and clearly note all office hours.	Sep-15	Apr-1	5 None	Operating	1
						FY2015-16 Proposed Budget. The positions will be operators					
						for the department main line and will assist with answering					
						calls and providing information to customers.					
						With regard to phone calls, City Administrative Bulletin 96-01					
						is effect and requires that phone calls be returned the same					
						day or within 24 hours. The bulletin addresses proper phone					
						etiquette, including call greeting, outgoing message					
						procedures, phone mailbox procedures, and expectations					
						regarding voicemail. Employees will be provided City					
						Administrative Bulletin 96-01 with the expectation that is					
						properly followed.					
						With regard to emails, the response time is more challenging					
İ		1			]	due to the vast quantities of emails received. An email return					
İ		1			]	policy will be developed that is similar to City Administrative					
1		1				Bulletin 96-01 and will cover email etiquette and					
İ		1			]	expectations regarding returning emails. The email return					
İ		1			]	policy could range from using a standard email reply to					
İ		1			]	acknowledge the email to a more customized response.					
İ		1			]	Email policy and the City's Administrative Bulletin 96-01 will					
İ		1			]	be included in a customer service manual to be developed					
İ		1			]	and included in customer service training. An FAQ reference					
İ		1		#8: All Planning and Development Review Department	]	tool to assist employees will accompany the customer service					
1		1		(PDRD) phone calls and emails should be returned the same		manual.					
İ		1		day received.	]	A customer service training module will be developed, and			#8: The funding for this recommendation has		
1		Rodney Gonzales		#388: PDRD should undertake a detailed analysis of the		employees will be required to complete a certain minimum			been included in the FY2015-16 Proposed		
Management/	Entire	and Greg		phone issues, Division by Division with the goal of having at	Concur with	hours of customer service training every six (6) months.			Budget. The estimated cost for this request is		
Communication	Department	Guernsey		least 75% of calls answered.	modifications	The Benchmark Survey within Appendix G of the Zucker	Jul-15	Sen-1	\$111,838.	N/A	1
Co.minumeacion	Separement	Guerriscy		rease 7570 of earls driswered.	cumcucions	Development Services Department will work with the	Jul-1.	, 5cp-1	7111,000.	.45	+
1		1		The Planning and Development Review Department (PDRD)		Communications and Technology Department to modify the					
Performance	Entire	1		counter intake and assist software should be programmed to		reporting capabilities to produce performance measures as a					
Standards		George Adams		use percentages rather than averages.	Concur	percentage.	Jan-16	lun-1	5 None	N/A	1
	Debar milent	ocoige Augins	9	use percentuges rather than averages.	Coricui	percentage.	Jail-T(	Juli-1	pirone	13/7	1

All functions should aloge a performance trained and the communications and Technology Management Department (Composed with tree to evolute this pass J DDD Department (Composed with the compos		1	1			1				1		
Performance Entire Standards Department Grante Standards Department Grante Standards S			George Adams	10			Budget to assist with workload. DSD will work with the Communications and Technology Management Department (CTM) to reconfigure reports available to provide additional data on actual customer wait time to evaluate this goal. DSD will provide additional training for the Receptionists to ensure data is input correctly to that reports can be produced	Oct-15	Mar-16	None	Operating	1
Performance Standards Opartment Gorge Adams 11 ome cases adding staff. In modifications of performance. This will likely mean changing processes and in Concur with Standards Opartment Gorge Adams 11 ome cases adding staff.  In other Concurs of the Concurs of th					All managers of intake counters should develop a strategy							
the parameters of the current code, provide complete revelows based on applicant submittals and are regionsive to customer phone calls and emails. To comprehensively address these issues additional staff and operating resources and new, more user-friendly development regulations will be required.  The departments will identify individuals within the organization that can lead new initiatives and team building activities, foster cross-communication, and create a better work environment.  Managers should work on changing the culture of Planning and Development Review Department (PDRD) as outlined in concurr with modifications and Creg Concurr with modifications and Creg Concurr with modifications and Creg Concurr with modifications and Creg Concurr with modifications and Creg Concurr with modifications and Department Communication of Concurr with modifications and Department Communication of Concurr with modifications and Department (PDRD) as outlined in Concurr with modifications and Department (PDRD) as outlined in Concurr with modifications and Department (PDRD) as outlined in Concurr with modifications and Department (PDRD) as outlined in Concurr with modifications and Department (PDRD) as outlined in Concurr with modifications and Department (PDRD) as outlined in Concurr with modifications and Department (PDRD) as outlined in Concurr with modifications and Department (PDRD) as outlined in Concurr with modifications and Department (PDRD) as outlined in Concurr with modifications and Department (PDRD) and Departme			George Adams	11	aimed at meeting wait time targets and carefully monitoring performance. This will likely mean changing processes and in		· ·	Oct-15	Mar-16	None	N/A	1
Rodney Gonzales Managers should work on changing the culture of Planning and Greg Communication  Managers should work on changing the culture of Planning and Development Review Department (PDRD) as outlined in Concur with modiffications  Concur with Modifications  The Development Services Department (DSD) is currently exploring an expedited process for commercial building plan review and will do so in conjunction with other partner review departments. Additionally, DSD is meeting with Workers Defense Project and housing Works to provide them information for potentially crafting an expedited process with community benefits.  Concur  Concur  Performance Standards  Department  Carl Wren  13 functions.  Austin should begin a phased in expediting process for all Standards  Concur  Concur  Concur  Concur  Concur  Concur  Process with community benefits  Expense refunds are reimbursements from other City departments aff. the departments agree on the methodology and the amount and are documented on Expense Detail Reports that are signed off by both departments. The expense refunds are adopted as part of the annual budget. The Finance Manager will review the Expense  Finance  Department  Meredith Quick  Mar-16  May-16 None							the parameters of the current code, provide complete reviews based on applicant submittals and are responsive to customer phone calls and emails. To comprehensively address these issues additional staff and operating resources and new, more user-friendly development regulations will be					
Management/ Communication Department Guernsey Department Guernsey Department Guernsey Department Guernsey Department Guernsey Department Guernsey Department Guernsey Department Guernsey Department Department Guernsey Department Dep			Rodney Gonzales		Managers should work on changing the culture of Planning		organization that can lead new initiatives and team building activities, foster cross-communication, and create a better					
exploring an expedited process for commercial building plan review and will do so in conjunction with other partner review departments. Additionally, DSD is meeting with Workers Defense Project and Housing Works to provide them information for potentially crafting an expedited  Standards  Department  Carl Wren  Austin should begin a phased in expediting process for all functions.  Concur  Concur  Concur  Entire  Standards  Department  Carl Wren  Austin should begin a phased in expediting process for all functions.  Concur  Concur  Expense refunds are reimbursements from other City department sfor work performed on their behalf by departments for work performed on their behalf by departments agree on the methodology and the amount and are documented on Expense Detail Reports that are signed off by both departments. The expense refunds are adopted as part of the should review the methodology used to determine the Department Meredith Quick  Finance  Department  Meredith Quick  May-16 None			and Greg	12	and Development Review Department (PDRD) as outlined in			Jul-15	Sep-17	None	N/A	1
departments for work performed on their behalf by department staff. The departments agree on the methodology and the amount and are documented on Expense Detail Reports that are signed off by both departments. The expense refunds are adopted as part of the should review the methodology used to determine the Entire Entire Department Meredith Quick 14 amounts for the Expense Refunds.  departments for work performed on their behalf by departments agree on the methodology and the amount and are documented on Expense Detail Reports that are signed off by both departments. The expense refunds are adopted as part of the annual budget. The Finance Manager will review the Expense Finance Department Meredith Quick 14 amounts for the Expense Refunds.  Concur Refunds computed for the Fiscal Year 2016 Proposed Budget.  Mar-16 May-16 None			Carl Wren	13		Concur	exploring an expedited process for commercial building plan review and will do so in conjunction with other partner review departments. Additionally, DSD is meeting with Workers Defense Project and Housing Works to provide them information for potentially crafting an expedited	Jun-15	Sep-15	To be determined	Operating	2
	Finance		Meredith Quick	14	should review the methodology used to determine the	Concur	departments for work performed on their behalf by department staff. The departments agree on the methodology and the amount and are documented on Expense Detail Reports that are signed off by both departments. The expense refunds are adopted as part of the annual budget. The Finance Manager will review the Expense	Mar-16	May-16	None		2
Discussions should be held with the Code Compliance Department concerning the appropriateness of a Code					Discussions should be held with the Code Compliance Department concerning the appropriateness of a Code							
Entire Compliance Expense Refund for Planning and Development Finance Department Meredith Quick 15 Review Department (PDRD). Concur Compliance. This will be reviewed and eliminated. Oct-15 Dec-15 None	Finance		Meredith Quick	15	Compliance Expense Refund for Planning and Development	Concur	•	Oct-15	Dec-15	None		2
Transfers and Other Budget Costs are allocations to City departments for services provided by internal service departments such as Human Resources, Legal, Purchasing, Finance, and Communications and Technology Management.  The allocations are updated every year and are adopted as part of the annual budget. The allocations are determined by should conduct an annual review of the budget office's Transfers and Other Budget Costs including Support Services  Finance Department Meredith Quick 16 Costs.  Transfers and Other Budget Costs are allocations to City departments such as Human Resources, Legal, Purchasing, Finance, and Communications and Technology Management.  The allocations are updated every year and are adopted as part of the annual budget. The allocations are determined by the Budget Office, and the department is always provided the opportunity to review the allocations with the Budget  Finance Department Meredith Quick 16 Costs.  Concur Office.  Mar-16 May-16 None	Finance		Meredith Quick	16	should conduct an annual review of the budget office's Transfers and Other Budget Costs including Support Services	Concur	departments for services provided by internal service departments such as Human Resources, Legal, Purchasing, Finance, and Communications and Technology Management. The allocations are updated every year and are adopted as part of the annual budget. The allocations are determined by the Budget Office, and the department is always provided the opportunity to review the allocations with the Budget	Mar-16	May-16	None		2
The City should develop a separate account for the One-Stop-Shop removing it from the General Fund. Comprehensive  Entire  Entire  Planning and Current Planning would remain in the General  Finance  Department  Meredith Quick  17 Fund.  Concur  Concur  Department (DSD) from a general fund to an enterprise fund.  Concur  Department (DSD) from a general fund to an enterprise fund.  N/A	Finance		Meredith Quick	17	Shop removing it from the General Fund. Comprehensive Planning and Current Planning would remain in the General		management to convert the Development Services	Oct-15	Oct-16	None	N/A	1

									An Action Plan has been prepared and will be		
Finance	Entire Department	Rodney Gonzales and Greg Guernsey	18	The City should make \$4,250,000 million available immediately to begin to implement this report for the One-Stop-Shop and set up an additional rainy day reserve for Planning and Development Review Department (PDRD).	Concur with modifications	The implementation of recommendations will span two years, which is in alignment with the Zucker Report.	Oct-15	Oct-16	implemented over the next two (2) fiscal years. The FY2015-16 Proposed Budget includes \$2.8 million of ongoing expenses related to staffing and \$2.0 million of one-time expenses. \$1.4 million of additional ongoing expenses related to staffing will be requested in the FY2016-17 Budget.	N/A	1
Finance	Entire Department	Meredith Quick	19	The City should establish a reserve account for the One-Stop- Shop with a target of 22 million. An initial set aside for 2014- 15 should be roughly 2 million or larger.	This item requires additional research.	Discussions have occurred with the Budget Office and City management to convert the Development Services Department (DSD) from a general fund to an enterprise fund. Development revenues must cover operating costs to become an enterprise fund.	Oct-16	Sep-17	None	N/A	2
Finance	Entire Department	Meredith Quick	20	The City should not pursue the approach of reducing fees for large projects and also keep fees for smaller projects in line with Best Practices across the country where they are generally lower than actual costs.	This item requires additional research.	It is our understanding that fees must reflect true cost of service. The department will consult with the Legal Department as to whether this recommendation can be implemented. The Development Services Department will pursue a fee policy. The Accountant position included in the FY2015-16 Proposed Budget will develop the fee policy.	Oct-16	Jan-17	None	N/A	2
Finance	Entire Department	Meredith Quick	21	The fee structure should be reviewed to add extra charges after a third review.	Concur with modifications	Add fees after third review. Additionally, new fees have been proposed for Fiscal Year 2016 for extra reviews.	Oct-16	Jan-17	<sup>7</sup> None	N/A	2
Finance	Entire Department	Meredith Quick, Matt Lewis	22	Planning and Development Review Department (PDRD) should develop a program to aggressively find grants to supplement the PDRD budget and expand the program.	Concur with modifications	Pursue grants to supplement the budget for Comprehensive Planning. Planning and Finance staff will research and identify available funding sources.	Jul-16	Nov-16	None	N/A	2
Finance	Entire Department	Meredith Quick	20	Planning and Development Review Department (PDRD) should develop a projection of development activity and revenue to be used in budgeting and setting of a reserve account.	Concur with modifications	An Accountant position is included in the FY2015-16 Proposed Budget. The position will track development activity and revenues collected. The position will conduct annual cost of fee studies. Traditionally, a consultant has been hired for fee studies. The position will review cost centers within the department to determine whether the costs are being recouped by appropriately by fees.	Jan-16	Apr16	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$96,750.	N/A	2
Management/ Communication	Entire Department	Rodney Gonzales		Departments and divisions in the planning and development process should conduct a study and have uniform office hours whenever possible.	Concur with modifications	Following the adoption of the Fiscal Year 2016 budget, an internal study will be conducted to determine how the department can achieve uniform hours of operation. Possible solutions include cross-training or expanded hours with staggered shifts.	Nov-15		To be determined	N/A	1
Management/	Land Use Review	Andrew Linseisen		#26: The Legal Department should establish an attorney to act as the single attorney for the Land Use Review Division to perform reviews, draft legal documents and attend commission meetings as needed.  #27: Evaluate if it is appropriate to have the Code Enforcement and Legal Services Team leader have formal responsibility for coordinating all related land use legal issues advice as well as environmental code enforcement matters.	Concur	The Land Use Review (LUR) Division Manager will work with the Law Department to define and request appropriate resources to support LUR. The LUR Division Manager will evaluate the appropriateness of having Code Enforcement and Legal have formal responsibility for coordinating all related land use legal issues advice as well as environmental code enforcement matters.	Jun-16	Oct-16	None	N/A	2
Partnering Departments	Entire Department	Rodney Gonzales and Greg Guernsey	28	The Department Director should work with the City Manager and the City Attorney to develop a cooperative understanding and communication system regarding the various legal services required by the Department including response times resulting in a formal Memorandum of Understanding (MOU) between the Departments.	Concur	The Director of Development Services and Planning and Zoning will each coordinate with the City Attorney to develop a Memorandum of Understanding regarding dedicated staff resources, services and support, such as service of a dedicated staff attorney to perform reviews, draft legal documents and attend commission meetings as needed. An alternative solution may be creation of a department level attorney with dual reporting responsibility.	Dec-15	Mar-16		N/A	_ 1
Management/ Communication	Support Svcs/Budget/Fis cal Surety	John Beasley	29	Human Resources (HR) should conduct a classification/compensation review and adjust the compensation commensurate with the management level for the Planning and Development Review Department (PDRD) staff attorney/ legal advisor position.	Concur	The Human Resources Division Manager in Development Services will pursue the classification/compensation review for the staff attorney/legal advisor position.	Mar-16	May-16	To be determined	N/A	2

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Management/ Communication	Entire Department	Rodney Gonzales and Greg Guernsey	The City should continue to pursue the option of finding a way to relocate the Planning and Development Review 30 Department to one floor type layout.	Concur with modifications	The City's Financial Services Department is recommending initiation of facilities space programming and financial feasibility assessments for Development Services and Planning and Zoning. A request to authorize the study was scheduled for the June 18, 2015 City Council agenda. The final facility should be designed to integrate all one-stop shop functions.	Apr-15	Apr-16	To be determined	N/A	1
Management/	Entire		Explore the possible use of temporary work trailers or office	Concur with	Locating the office trailers in the parking lot at One Texas Center is not feasible due to lack of available space. The parking lot at One Texas Center is always full, and the office trailers would remove spaces that should be used for customers.  However, the office trailers can be helpful and can be incorporated into a program that takes our services out into the community. We are considering a collaboration with Cisco Systems to design "Remote Expert for Government Services" also known as "POD". This is a new, unique solution that could extend the reach of our departments to the community while still providing the high-touch experience. POD would provide our customers a convenient, cost-effective, face-to-face access to our services from remote locations. Using Cisco Remote Expert software in conjunction with a touchscreen monitor, document camera, printer and a scanner, customers can conduct face-to-face transactions with our department using high-definition video interaction to get their questions answered efficiently. PODs can be placed in convenient locations close to residences and workplaces and reduce both the cost of serving the public			The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The		
Communication  Management/ Communication	Department  Entire Department	Melissa Martinez  Rodney Gonzales and Greg Guernsey	Planning and Development Review Department (PDRD's) budget should be changed to add a Deputy Director for operations to include the One-Stop-Shop and Support 33 Services.	modifications  Do Not Concur		Oct-15	Feb-16	estimated cost for this request is \$200,000.  None	One-Time	1
Management/ Communication	Entire Department	Rodney Gonzales and Greg Guernsey	#34 - The Planning and Development Review Department (PDRD) Director should re-set priorities and increase delegation. #37 - The Financial Manager should report to the Administrative Officer. #35: The Development Assistance Center should report to	Concur	The reorganization of the Planning and Development Review Department into the Development Services and Planning and Zoning Departments will allow both directors the opportunity to delegate to their respective managers and focus on key priorities.  Additionally, the Financial Manager position now reports to the Chief Administrative Officer. Previously, the Financial Manager position reported to the Director.	Complete	Complete	None	N/A	1
Management/ Communication	Entire Department	Rodney Gonzales and Greg Guernsey	the Assistant Director that handles plan review and the permit center. #36: The Land Use Review Section and the Site/Subdivision Inspection Section should be under the same Assistant Director.	Do Not Concur	On April 6, 2015, Planning and Development Review was reorganized into the Development Services Department and the Planning and Zoning Department. At that time the reporting structures were finalized.	N/A	N/A	None		1

	1	1		1			1		1	1
Management/ Communication	Entire Department	Rodney Gonzales and Greg Guernsey	#38: The topics for the weekly Lead Team meetings and monthly Division Managers meetings should be changed. #39: There should be an agenda for the weekly Lead Team meetings and the monthly Division Managers meeting. #40: The Planning and Development Review Department (PDRD) Director should review the attendance list for the Lead Team meeting.	Concur	Lead Team and Division Manager Meetings. Beginning in April 2015, both Directors began preparing agendas for their respective team lead meetings. Minutes are recorded and distributed to all employees. Department Directors are proactively incorporating different topics and trainings in each meeting.	Complete	Complete	<u>None</u>	N/A	1
Management/ Communication	Entire Department	Carl Wren	An attempt should be made to reduce or combine the number of reviewers in both Planning and Development Review Department (PDRD) and in other departments for 41 both residential and commercial plan review.	Concur	There are potential efficiencies that will be explored through this action plan. Contract with Zucker and Associates to review the clear line of responsibilities of the 12 departments involved in plan reviews and inspections. Identify reviews and inspections that can be consolidated. Co-locate reviewers in keeping with a One-Stop Shop program.	Sep-15	Nov-15	To be determined	One-Time	1
Technology	Entire Department	Greg Hand	#42: All reviewers of plan review should have times recorded and monitored in the AMANDA system. #294: Staff to track their time on a project basis in AMANDA so that the data can be used to establish basic workload units.	This item requires additional research.	Development Services Information Technology staff will meet with managers and supervisors to demonstrate the ability for staff to document in AMANDA the amount of time spent on each review or inspection, discuss reporting options to track productivity and staffing needs analysis. Managers and Supervisors of the work groups will need to determine the value of recording the time unless an automated method is available.	Jul-15	Sep-15	None		1
					The Development Services Department (DSD) concurs with this recommendation. Operating departments should include DSD staff in the rulemaking process. As the end user and staff who apply the code and criteria, it is vital that DSD staff participate in the development of code and criteria.  In addition DSD recommends potential changes to the Rules making process to clarify schedules and requirements and facilitate electronic review of proposed rules: reduce the lag					
Partnering Departments	Entire Department	George Adams	The operating departments should be responsible for the construction standards (Rules) that relate to their 43 responsibilities and they should be up to date at all times.	Concur with modifications	times between code amendments and the adoption of the applicable rules/standards and the appropriate forms and documents. DSD should also develop a process that informs Council of the timelines and additional steps involved when the Land Development Code is amended.	Oct-16	Dec-16	None	N/A	2
Partnering Departments	Entire Department	Rodney Gonzales	#44: All, or most, development application plan reviews and approvals should be consolidated within Planning and Development Review Department (PDRD) and the processes should be memorialized in Memos of Understandings (MOUs) #45: Review staff currently in operating departments should be transferred to PDRD as needed. #46: Infrastructure field inspection for private development should be consolidated in PDRD's Site/Subdivision Review Division. #47: Hire consultants as necessary to analyze the recommendations concerning plan review and inspections using the five steps outlined below.		Consult with Zucker Systems to study the best approach for consolidating plan review and inspection functions and to develop applicable Memos of Understanding (MOUs) with partnering departments. The study will cover recommendations #44, #45, and #46.	Sep-15		#47: The funding for this recommendation has been included in the FY2014-15 Current Budget. The estimated cost for this request is \$100,000.	One-Time	1
Performance Standards	Entire	George Adams	The Planning and Development Department managers, as well as related departments, should use the three key performance techniques as outlined above. The performance techniques are: 1) Establish clear performance standards; 2! Eliminate any backlogs and monitor over time; 3) Monitor performance standards and add resources (additional temporary or permanent staff, overtime) as 48 needed to maintain performance.		The three key performance techniques will be used.	Oct-15			N/A	1

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Management/ Building Combine the Building and Fire Board of Appeals, the Electric Solar boards; however, Council ultimately decided not to	1										
	Management/	Building		Combine the Building and Fire Board of Appeals, the Electric	1			1			
	Communication	Inspection	Carl Wren	59 Board, and the Mechanical, Plumbing and Solar Board.	Do Not Concur	approve this recommendation.	N/A	N/A	None	N/A	1

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None listed	Building Inspection	Melissa Martinez and Carl Wren	60	The Inspector's office space should be remodeled to eliminate the individual cubicles that are rarely used and replaced with an open floor plan that better accommodates group meetings. It should include appropriate office space for all inspection staff assigned to the main office and a private conference room.	Concur	Facility Improvements - Development Services will coordinate with building management to reconfigure inspection office space to accommodate other full-time personnel within the department, and to build out meeting room space, and improve the general appearance of the area.	Jan-16	Sep-16	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$100,000.	One-Time	2
Staffing	Building Inspection	John Beasley	61	The Building Official should relocate the minimum inspector qualifications from the adopted ordinances and place them in the approved job descriptions.	Concur	Development Services Human Resources Manager will update and collaborate with appropriate management to review the job classification family, update minimum qualifications and licensure requirements and submit to Corporate Human Resources for review, input and approval. The Assistant Director will work with staff and stakeholders to remove personnel qualifications from the adopting ordinances for the building codes.	Aug-15	May-16	To be determined	N/A	1
Staffing	Building Inspection	Carl Wren and John Beasley	62	The Building Official should review the Municipal Code and add an "or equivalency" clause to the need for prior supervisory experience in order to be hired as a supervisor or entry level inspector.	Concur	The Development Services Assistant Director will work to remove qualifications from code adoption ordinances. The Development Services Human Resources Manager will work with the Corporate Human Resources Department to differentiate job descriptions to include detailed qualifications.	Jan-17	Mar-17	None	N/A	2
Performance Standards	Building Inspection	John Beasley	63	The Building Official should augment the current qualitative performance standards for next-day inspections with an qualitative standard to ensure quality inspections.	This item requires additional research.	Human Resources Manager and the Executive Team will review with the Corporate Human Resources Department the code requirements and discuss options. Any changes to the municipal code will require action by the City Council.	Oct-16	May-17	Nore		2
Finance	Building Inspection	Carl Wren		The Building Official should encourage the assessment of re- inspection fees on residential projects that demonstrate a pattern of calling for inspection before the work is completed.	Concur	The Building Official shall enforce the assessment of existing reinspection fees and develop a standard operating procedure that calls for paid re-inspection fees as detailed in the residential fee schedule.	Oct-15			N/A	1
Staffing	Building Inspection	Jose Roig	65	The Building Official should hire the equivalent of three (3) additional Combination Residential Inspectors and one (1) supervisor as part of a multiphase staffing augmentation program.	Concur	This recommendation will be implemented over the next two (2) fiscal years. A supervisor position will be included in the FY2015-16 Proposed Budget; and three (3) inspector positions will be included in the FY2016-17 budget request.	Oct-15		The funding for this recommendation will be spli between the FY2015-16 and the 2016-17 Proposed Budget. The estimated cost for the supervisor position is \$104,368 for FY2015-16; and the estimated cost for the three (3) inspector positions is \$284,292 for FY2016-17.	t N/A	1
Staffing	Building Inspection	Jose Roig		After hiring the first phase of additional combination inspectors, the Building Official should evaluate the need to hire additional combination inspectors and a supervisor in order to improve quality and training and reduce daily workload to an acceptable level.	Concur	Monitor Possible Need For Additional Inspectors. Division Manager will monitor workload for both first line inspectors and the potential need for a second residential inspections supervisor.	Mar-16	May-16		N/A	2
Staffing	Building Inspection	Carl Wren	67	The Department should temporarily hire qualified contract inspectors, recently retired inspectors, or third party inspection firms to perform routine inspections while new inspectors are being hired and until they are fully trained.	Concur	The Development Services Department (DSD) routinely hires temporaries to assist with peak volumes. In some cases, the temporaries are retired City employees who previously worked in the department. DSD will explore the use of contract inspectors.	Jul-15	May-16	To be determined		1
Project Managers/ Processes	Building Inspection	Carl Wren	68	The Building Official should adopt the International Code Council set of national codes in order to achieve a more harmonized set of codes.	Concur	Adopt the International Code Council (ICC) Code. Develop code adoption and local amendments ordinances for appropriate construction codes developed by the ICC. Meet with the various boards to obtain input to the adoption process and develop recommendations for Council consideration.	Jan-15	May-16	None	N/A	1
Project Managers/ Processes	Building Inspection	Carl Wren		The Building Official should work to eliminate existing local code amendments whenever possible.	Concur	Limit the Number of Local Code Amendments. Evaluate local amendments with stakeholders to determine the need to retain local amendments during adoption of the 2015 editions of technical codes.	Oct-16			N/A	2
Project Managers/ Processes	Building Inspection	Carl Wren	70	The Building Official should reevaluate the existing expired permit program and redirect resources to only those projects with outstanding life safety issues.	Concur	Change How Expired Permits Are Addressed. Develop a code amendment if necessary and develop standard operating procedures for rolling expired permits into new permit submittals and for activating and clearing expired permits identified due to complaint or referral.	Jul-15	May-16	None	N/A	1

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Project Managers/ Processes	Building Inspection	Carl Wren		The Building Official should have staff identify projects with expired permits that represent life safety concerns and have those concerns recorded against the property.	Concur	The Assistant Director and Division Manager of Inspections will work with Department Information Technology staff to determine if it is practical to develop a process for analyzing data available in AMANDA to identify life safety issues in properties with expired permits. During the second phase, it is likely that the Department will need dedicated full-time equivalents in the Fiscal Year 2017 budget to develop a new process to address expired permits. Items 71, 72, and 73 are related.	Oct-16	May-17	To be determined	N/A	2
						Inspect Sites With Expiring Permits. Revise the standard					
Project Managers/ Processes	Building Inspection	Carl Wren and Jose Roig		The Building Official should assign inspectors to conduct site visits on projects with current permits that are approaching their expiration date.	Concur	operating procedure on expired permits to include a query of AMANDA on a monthly basis and assign permits expiring within the following 30 days to be inspected by available staff. Items 71, 72, and 73 are related.	Oct-15	May-16	To be determined	N/A	1
riocesses	inspection	Jose Kolg	72	trieli expiration date.	Concu	Include Expired Permits Into daily workload. Develop a	OCt-13	iviay-10	To be determined	IN/A	1
Project Managers/ Processes	Building Inspection	Carl Wren and Jose Roig		The Building Official should treat expired permit inspections similar to other inspections for the purpose of establishing minimum required staffing levels.	Concur	process for systematically investigating expired permits by including some percentage of existing expired permits in the daily inspections workload and schedule. Items 71, 72, and 73 are related.	Oct-16	May-17	To be determined	N/A	2
Project Managers/ Processes	Building Inspection	Carl Wren and Jose Roig		The 180 days has been a reasonable time period for active construction projects. The Building Inspections staff will focus on educating our customers regarding maintaining an active permit and also discuss permit expiration time frames with stakeholders during future code adoption processes. If there is a consensus of staff and stakeholders that extending permit expiration is the best course of action, we will move toward modifying the code.	This item requires additional research.	The 180 days has been a reasonable time period for active construction projects. The Building Inspections staff will focus on educating our customers regarding maintaining an active permit and also discuss permit expiration time frames with stakeholders during future code adoption processes. If there is a consensus of staff and stakeholders that extending permit expiration is the best course of action, we will move toward modifying the code.	Jul-15	May-16	None		1
Project Managers/ Processes	Building Inspection	Carl Wren		The Building Official establish a program to monitor the effectiveness of third-party Special Inspectors assigned to projects in Austin.	Concur	Research existing 3rd party inspection monitoring programs from other cities. Currently do not have staffing levels to manage this. An additional full-time equivalent is likely to be needed to setup a certification monitoring program. Development Services has requested a structural engineer for the building official's plan review staff who might be able to assist with auditing the results of special inspections.	Oct-15	May-16	None	N/A	1
Partnering Departments	Building Inspection	Carl Wren and Jose Roig		All, or most, development application plan reviews and approvals should be consolidated within Planning and Development Review Department (PDRD) and the processes should be memorialized in Memos of Understanding (MOUs). Review staff currently in operating departments should be transferred to PDRD as needed. Infrastructure field inspection for private development should be consolidated in PDRD's Site/Subdivision Review Division. Hire consultants as necessary to analyze the recommendations concerning plan review and inspections using the five steps outlined below.	Concur	Meet with Austin Energy to identify the issues and conflicts. Chief Electrical Inspector will work with Austin Energy about conflicts on requirements and inspections for utility and premise wiring.	Jun-15	May-16	None	N/A	1
	Building			The Information Technology Department should expedite the current process of upgrading existing inspector field		Funding has been included in the FY2015-16 Fiscal Year Proposed Budget to replace existing Panasonic CF-53 laptop computers with new tablet or pad computers. Staff will recommend that Communications and Technology Management Department change from Citrix to Netmotion to improve connection persistence for the new computer			The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The		
Technology	Inspection	Greg Hand	77	computers to enhance in-field communication reliability.	Concur	hardware.	Oct-15	Jan-16	estimated cost for this request is \$90,000.	One-Time	1
Staffing	Building Inspection	Jose Roig	78	Inspections front counter staff should receive sufficient training to become qualified to relieve supervisory staff of the burden to respond to the counter to answer routine customer questions.	Concur with modifications	Work with Human Resources Manager to reclassify these 2 positions as Customer Service Representatives rather than administrative. The Certified Permit Technician certification is not necessary for their current duties.	Oct-16	May-17	None	N/A	2

	1			1					
	Building		#79: The existing Interactive Voice Response (IVR) system should be modified or replaced to reduce complexity and add flexibility for customer use. #80: The Chief Building Inspector should research what technologies or IVR systems other jurisdictions are using that		Identify issues with Interactive Voice Response (IVR) system. Staff will conduct analysis to identify challenges with current IVR system and provide instructions and education to the public. Staff will investigate modifying the system programming code to allow the contractor to enter multiple inspection requests for related building and trade permits at the same property. Staff will investigate using the IVR text to speech capability to read deficiencies on failed inspections and using the IVR to provide one hour call ahead for scheduled inspections based on the inspector route. Staff will verify with the Communication and Technology Management Department that multiple inspections are not already a capability for the contractor for related permits at the same	0.145	M. 45		
Technology	Inspection	Jose Roig	would improve the customer's experience.	Concur	property.	Oct-15	May-16	To be determined	N/A
Technology	Building Inspection	Jose Roig	The Chief Building Inspector should work with the Information Technology staff to allow the inspectors daily schedule to be posted online for customers to view.  The use of pagers and personal cell phones should be	Concur with modifications	Methods and tools will be evaluated to determine the best approach for posting daily schedules can be posted online.	Jul-15	Jan-16	To be determined	One-Time
Tochnology	Building Inspection	loco Boig	abandoned in favor of City owned cell phones provided to 82 field inspectors.	Concur	Purchase and assign city-issued cell phones to all Inspections staff.	Complete	Complete	To be determined	N/A
Technology	поресион	Jose Roig	The cell phone numbers of all phones provided by the City to	Concui	sun.	Complete	Complete	10 be determined	TYPS
Management/	Building Inspection	Jaco Dais	field inspectors should be available to the public via business 83 cards and website directories.	Cana	Publish a list of all Development Services inspectors' cell	Committee	Camanlete	Nana	N/A
Communication	Inspection	Jose Roig	83 cards and website directories.	Concur	phone numbers.	Complete	Complete	None	N/A
Project Managers/ Processes	Building Inspection	Carl Wren and Jose Roig	The Building Criteria Manual should be carefully reviewed and updated to reflect the Department's current policies and 84 procedures.  The Building Official should direct staff to review the	Concur	Identify sections of the Building Criteria Manual (BCM) that are outdated. Meet with stakeholders to create new rules and update the BCM. Phase 1 rules implemented in Oct 2014 and adopted in June 2015. Phase 2 includes 3 draft rules and is ready for stakeholder meetings currently in the progress. Future rules will be annual updates to the BCM. This process is ongoing.  Development Services Information Technology staff will work	Oct-16	May-17	None	N/A
	Building		contents of the City's internal "G" drive and relocate pertinent documents into the Criteria Manual or other		with each business unit to complete a sharepoint design layout and document management system for all files				
Technology  Management/ Communication	Building Inspection	Greg Hand  Jose Roig	85 approved locations readily available to staff.  The Building Official should direct all inspection staff to notify customers when they will not be able to perform the 86 inspection on the date requested.	Concur	maintained on the G: drive.  Development Services Inspections and Information Technology staff will research and select a software tool capable of making inspector schedules available online. We will seek software that can automatically send out notifications to customers when inspectors will not be able to perform the inspection on the date requested.	Oct-16			N/A
Performance Standards	Building Inspection	Jose Roig	The Building Official should direct Inspections Supervisors to develop and implement a process that allows inspection workload to be redistributed as needed to help ensure all 87 outstanding inspection requests are honored.	Concur	Development Services Inspections will create a process to facilitate the redistribution of workload across geographical areas. Staff will be trained in order to identify busy regions and reassign workload early in the day.	Jul-15	May-16	None	N/A
Performance Standards	Building Inspection	Carl Wren	The Building Official should direct the inspections supervisors 88 to implement a comprehensive audit program.	Concur	Initiate an Inspections Audit Program. The Chief Building Official will develop a supervisory program for auditing the quality of inspections being performed.	Oct-15	May-16	None	N/A
Staffing	Building Inspection	Carl Wren	A comprehensive on-going in-house training program should 89 be established for each inspection group.	Concur	Identify the areas where training is needed. Research training materials and schedule monthly training with staff. Supervisors will create a training program and implement training for consistency during weekly meetings. Identify the areas where training is needed. Research training materials and schedule monthly training with staff.	Jul-15	May-16	None	N/A
Staffing	Planning and Zoning Review	Greg Guernsey	The inspector training program should include a program on 90 inspecting properties for historical preservation.	Concur	Work together with the historical preservation officer to research necessary training and include staff.	Oct-15	May-16	None	N/A

			1		1	Development Services staff will contact State of Texas	ı		1	T T	
				The Department should work with the State to encourage th	e This item	regulatory boards governing the plumbing, electrical, and					
				development of a Residential Combination Inspector	requires	mechanical trades to see if there is any regulatory flexibility					
	Building			Program based solely on the International Code Council (ICC)		related to the qualifications required for inspections					
Staffing	Inspection	Jose Roig		Certification as a Residential Combination Inspector.	research.	personnel overseeing these types of work.	Oct-16	Mar-1	7 None		2
Starring	пізрессіоп	JOSE ROIS	71	certification as a residential combination inspector.	rescuren.	The Assistant Director will evaluate all of the current	000 10	IVIGIT	None		-
				The organizational structure of the Commercial Review		supervisory and management positions in the plan review					
Management/	Commercial			Division should be reviewed to determine if a management		division to determine whether the organizational structure					
Communication	Plan Review	Carl Wren	92	position could be relocated or eliminated.	Concur	can be improved.	Oct-16	lan-1	6 None	N/A	2
Communication	Fiantiteview	Carr Wren	32	position could be relocated of eliminated.	Concui	can be improved.	Oct-10	Jan-1	VINOTIE	IVA	
				#93: The minimum qualifications in the Job Description for							
				Plans Examiner should be expanded to include the							
				credentials that will be required for candidates and							
				incumbents for these positions which would better reflect							
				the demands of the Commercial Plans Examiner.							
				#105: The Building Official should direct staff to complete							
				plans examiner job description revisions and initiate a							
				recruitment process concurrent with the development of		Continue working with the executive team to expand job					
				plan review workload units.		classification family and establish updated minimum					
				#108: A career ladder should be completed for the		qualifications and licensure requirements. The final proposal					
	Commercial			Commercial Plan Examiner position to reflect increasing		will be submitted to Corporate Human Resources for review,					
Staffing	Plan Review	John Beasley		levels of qualifications.	Concur	input and approval.	Apr-15	Mar-1	6 To be determined	N/A	1
Starring	1 Idil Neview	John Beasiey		ievels of qualifications.	Concu	присина арргочи.	Apr 13	IVIGIT	o To be determined	N/A	-
	Commercial	1		The Department should immediately recruit and hire staff to		Fill management position. Fill 2 Plan Review Coordinator					
Staffing	Plan Review	Lalo Sanchez	94	fill the vacant Plan Review Coordinator positions.	Concur	positions.	Complete	Complete	None	N/A	1
otaning .	· idii ikeview	Edio Sancinez	<u> </u>	Managers and Supervisors should be urged to be more	concu	Formal expectations and guidelines for interactions between	Complete	complete	None	.,,.	-
Management/	Commercial			decisive when responding to requests for direction from		managers and subordinate employees will be developed and					
Communication	Plan Review	Carl Wren	95	staff.	Concur	communicated to staff.	Jul-15	May-1	6 None	N/A	1
Communication	1 Idil Neview	carr wren	- 33	stan.	This item	communicated to stan.	Jul 13	IVIUY I	olitone	N/A	-
				The category descriptions in the Performance Standards for	requires						
Performance	Commercial			Commercial Plan Review should be modified to clearly reflec		The category descriptions will be reviewed and assessed for					
Standards	Plan Review	Lalo Sanchez	96	what is being measured.	research.	modification.	Jan-16	Mav-1	7 None	N/A	2
						Consolidate Plan Review and Inspections into the				•	
						Development Services Department. Consult with Zucker					
				The Performance Standards table should include turnaround	This item	Systems to study the best approach for consolidating plan					
				time performance standards for Austin/Travis County Health		review and inspection functions and to develop applicable					
Performance	Commercial			Austin Fire, Austin Water and Austin Energy (Specific Review	additional	Memos of Understanding (MOUs) with partnering					
Standards	Plan Review	Carl Wren	97	Group).	research.	departments.	Oct-15	May-1	6 None		1
				• • • • • • • • • • • • • • • • • • • •		Consolidate Plan Review and Inspections into the		,			
						Development Services Department. Consult with Zucker					
				Enhanced tracking of turnaround times for the Specific	This item	Systems to study the best approach for consolidating plan					
				Review Groups should be closely monitored by Management	requires	review and inspection functions and to develop applicable					
Performance	Commercial			to determine when additional staff resources should be	additional	Memos of Understanding (MOUs) with partnering					
Standards	Plan Review	Carl Wren	98	allocated.	research.	departments.	Oct-15	May-1	6 None		1
				The target turnaround time for major commercial projects		Revise "Review Periods" in City Code 25-11-63. Draft a code					
Performance	Commercial			exceeding \$1 million in valuation should be 20 business days	Concur with	amendment ordinance revising the review periods in 25-11-					
Standards	Plan Review	Lalo Sanchez	99	and met 90% of the time.	modifications	63(A).	Jan-15	Jul-1	6 None	N/A	
				The existing backlog for commercial plan review needs to be							
	Commercial			eliminated through the use of outside plan review	Concur with	Hire temporary plan review staff to address plan review					
Staffing	Plan Review	Lalo Sanchez	100	consultants.	modifications	backlog. The use of consultants will be explored.	Oct-15	May-1	6 None	N/A	1
		1				Develop a system of establishing plan review workload units.					
	Commercial	1		The Chief Plans Examiner should develop a system of		The Chief Plans Examiner will complete this item through the					
Staffing	Plan Review	Lalo Sanchez	101	establishing plan review workload units.	Concur	use of data reports from the AMANDA system.	Oct-16	Dec-1	6 None	N/A	2
		1		The Chief Plans Examiner should periodically compare		Compare incoming workload to expectations reflected in					
		1		incoming workload units against existing staff's capacity to		performance measures. Utilize new data collected to					
	Commercial	1		complete the work and adjust resources as needed to		evaluate the predictive performance measures to evaluate					
Staffing	Plan Review	Lalo Sanchez	102	maintain target dates.	Concur	incoming workload for adequacy of available resources.	Jan-17	May-1	7 None	N/A	2
		1									
		1				Utilize the findings from the Fee Study, conducted by Matrix					
		1				Consultants, to establish plan review workload units. Results					
		1				and detail support will be available for management to use					
	Commercial	1		The Chief Plans Examiner should consult the recent Fee Stud		for determining an average numbers of hours noted by					
Finance	Plan Review	Lalo Sanchez	103	as an aid in determining plan review workload units.	Concur	employees for their average review or performance.	Oct-16	Dec-1	6 None	N/A	2

	1	T		The Chief Plans Examiner should consult invoices provided by	1	T			1
	Commercial			plan review consultants to help establish plan review		The Chief Plans Examiner will establish plan review workload			
Staffing	Plan Review	Lalo Sanchez	104	workload units.	Concur	units.	Oct-15	Dec-15 None	N/A
Starring	i idii ileview	Edio Sancifez	101	WORKING CHICA	Concar	unio	000 15	500 13 (10)10	147.1
								The funding for this recommendation has been	
	Commercial			The staffing level in the Commercial Review Section should		This recommendation has been included in the FY2015-16		included in the FY2015-16 Proposed Budget. The	
Staffing	Plan Review	Meredith Quick		be augmented with five (5) positions.	Concur	Proposed Budget.	Oct-15	May-16 estimated cost for this request is \$424,610.	Operating
				(a) particular (a) pa				.,	
				The Building Official should utilize the services of qualified		Utilize services of consultants to relieve staff during the			
				plan review consultants to immediately respond to peak		training of new employees. Development Services will		The funding for this recommendation will be	
	Commercial			workload demands and to relieve staff during the training of	Concur with	research and evaluate sources for consultants or other 3rd		included in the FY2016-17 Proposed Budget. The	
Staffing	Plan Review	Carl Wren	107	new employees.	modifications	parties to perform the plan reviews.	Oct-15	May-16 estimated cost for this request is \$20,000.	N/A
8				,		February Control Contr		,	,
						In effort to encourage Inspectors to consider plan review			
				Experienced Inspectors should be encouraged to pursue		positions, the Development Services Department (DSD) will			
	Commercial	Carl Wren Jose		employment as a Plans Examiner as a means of extending		utilize the the internal DSD newsletter to post job postings to			
Staffing	Plan Review	Roig	109	their career with the City.	Concur	departmental employees including inspections personnel.	Oct-16	May-17 None	N/A
Starring	1 Idil Neview	Itoig	103	their career with the city.	Concu	departmental employees including inspections personner.	000 10	Way 17 Hone	N/A
						Evaluate space needs and availability for a combined intake			
I					Ì	location and perform a work process analysis to determine			
1					This item	whether it is really prudent to combine these functions.			
				Commercial Intake Counter staff should be cross-trained with		Implementing this recommendation will also most likely			
1	Commercial			other intake staff with the long-term goal of consolidating all		require additional budget for space renovation and possibly			
Staffing	Plan Review	Carl Wren	110	intakes into single location.	research.	an increase in budget to cover space rental charges.	Oct-16	Mar-17 None	
Statillig	rian neview	Call Wiell	110	intakes into single location.	research.	an increase in budget to cover space rental charges.	OC1-10	#111: The funding for this recommendation has	<del> </del>
								=	
								been included in the FY2015-16 Proposed	
								Budget. The estimated cost for this request is	
								\$30,000.	
				#111: The Department should hire a designer to create a					
				space plan for One Texas Center that would consolidate all		Hire a designer and combine the intake counters. Combining		#290: The funding for this recommendation has	
Project		Carl Wren, Lalo		plan intake operations into a single public counter.		the intake counters will create an efficient use of space		been included in the FY2015-16 Proposed	
Managers/	Commercial	Sanchez, and		#290: Combine the Residential and Commercial Intake		regardless of whether or not the commercial intake staff and		Budget. The estimated cost for this request is	
Processes	Plan Review	John McDonald		counters at a single location.	Concur	residential intake staff are cross-trained.	Jan-16	Jul-16 \$250,000.	One-time
						The department will research the potential scope of new			
					This item	duties and explore adequacy of compensation to add project			
Project					requires	management as an assigned duty. If a project management			
Managers/	Commercial			Plans Examiners should be designated to perform Project	additional	responsibility is implemented, an increase in pay for this duty			
Processes	Plan Review	Lalo Sanchez	112	Manager responsibilities for commercial projects.	research.	may be appropriate for the increase in responsibility.	Oct-15	May-16 None	
						Inter-departmental Memos of Understanding will be			
I				Existing Memorandums of Understanding (MOUs) should be	Ì	updated. Management will review current memoranda of			
Project				updated as necessary to clearly identify performance	Ì	understanding between Development Services (and			
Managers/	Commercial			expectations and the authority of designated Project	Ì	predecessor departments) and other departments involved			
Processes	Plan Review	Carl Wren	113	Managers in seeking compliance with terms of the MOU.	Concur	in development review and approval processes.	Jan-16	Jun-16 None	N/A
	1			The Chief Plans Examiner needs to modify the process of		In order to revise project assignment procedures, new			1
Project				assigning projects to Plans Examiners in order to eliminate	Ì	standard operating procedures need to be written. These			
Managers/	Commercial			the practice of customers selecting the Plans Examiner for	Ì	processes will be modified in conjunction with the Division			
Processes	Plan Review	Lalo Sanchez	114	their project.	Concur	Manager and the Assistant Director.	Jan-16	May-16 None	N/A
	1								1
Project				The Chief Plans Examiner needs to direct the Plan Review		Periodic audits will be conducted. This step requires			
Managers/	Commercial			Coordinators to periodically conduct audits of the reviews	Ì	developing formal checklists to audit completed plan reviews			
Processes	Plan Review	Lalo Sanchez		completed by their assigned Plan Examiners.	Concur	by staff.	Jan-16	Aug-16 None	N/A
		3.2 22	ت	P		-7	-3 20	-0	† <i>*</i>
I					Ì	Require the plan reviews of first submittals to address all			1
Project					Ì	identifiable code violations. A standard operating procedure			
Managers/	Commercial	Carl Wren and		All first reviews to be comprehensive and included in the Plan		and associated plan review checklists will be developed to			
Processes	Plan Review	Lalo Sanchez	116	Review Audit Program.	Concur	document thorough reviews of initial submittals.	Jan-16	Aug-16 None	N/A
110003383	i iaii iveview	Laio Jantilez	110	neview Addit Flogram.	Concu	Periodic audits will be conducted and formal checklists will be	Jq11-TO	Aug 10 NOIC	1975
Daningt				Observations for the Audit Brossess should be used to					
		1	i i	Observations for the Audit Program should be used to		developed to audit completed plan reviews by staff. The		i	1 1
Project	Commercial			improve the in house training assesses and individual		recults will be used to identify panded training tening			l l
Managers/ Processes	Commercial Plan Review	Lalo Sanchez	447	improve the in-house training program and individual performance.	Concur	results will be used to identify needed training topics and content.	Oct-16	May-17 None	N/A

	1	1	I I	1		1			
			The Plan Review Audit Program should include a process for		Periodic audits will be conducted and formal checklists will be				
Project			periodically reviewing the work performed by outside plan		developed. If consultants are used, the checklists will be				
Managers/	Commercial		review consultants, particularly as it applies to enforcing local	Concur with	used to audit completed plan reviews. The results will assist				
Processes	Plan Review	Lalo Sanchez	118 amendments.	modifications	in evaluating the quality of service provided.	Oct-16	May-17	None	N/A 2
					An internal audit of the Quick Turnaround process has been				
Project			The Chief Plans Examiner should monitor the process used to		ongoing by management and improvements have been made				
Managers/	Commercial		determine when projects qualify for Quick Turnaround		to this process. On-going reviews and improvements will be				
Processes	Plan Review	Lalo Sanchez	119 Reviews to confirm the absence of any staff favoritism.	Concur	made.	Complete	Complete	None	N/A 2
					Evaluate complexity of Quick Turnaround(QT) Reviews and				
					assign QT reviews to appropriate level staff. The				
Project	C		With the creation of a career ladder for Plans Examiners,	Community	recommendation is related to efforts to create a career				
Managers/	Commercial	Lala Canaban	Quick Turnaround Reviews should be assigned exclusively to	Concur with	ladder and will be fully implemented when job descriptions	0 - 10	May 17	None	21/2
Processes	Plan Review	Lalo Sanchez	120 employees in the Plans Examiner I position.	modifications	have been revised and the career ladder established.	Oct-16	May-17	None	N/A
Project			Implement the consistent use of and entry of Task Order		Staff will work with the Communications and Technology				
Managers/	Comprehensive		Codes on timesheets used by all Comprehensive Planning		Management Department (CTM) and the Corporate Human				
Processes		Matt Lewis	121 and Urban Design Divisions staff members.	Concur	Resources Department to implement.	Aug-15	Διισ-16	To be determined	Both 1
					Create a bi-monthly or quarterly report of timesheet data	7.005 13	7.05 10		<del> </del>
			Create or improve the quality of existing monthly project and		from Development Services timekeeper (or give timekeeper				
Performance	Comprehensive		ongoing task performance reports based on data extracted	Concur with	the ability to access the data). Data needs to be available by	1			
Standards	Planning	Matt Lewis	122 from timesheet data.	modifications	person and by project.	Aug-15	Jan-16	None	N/A 1
	i	-							1
					Plan for updating existing small area plans and creating new				
					plans for growth areas in Imagine Austin. Create a draft				
			Establish a management plan for updating existing		weighted matrix to determine priority areas for planning				
			neighborhood/small area plans and for creating new plans		services. Have other departments and the community				
			for corridor development,		comment on the matrix before finalizing it. Growth areas				
			regional/community/neighborhood center master plans for		identified in Imagine Austin will be heavily weighted in the				
	Comprehensive		the future intensive development areas specified in Imagine	Concur with	matrix. The same planning boundaries might not be used				
None listed	Planning	Matt Lewis	123 Austin.	modifications	when updating existing small area plans.	Jun-15	Jan-16	None	N/A 1
					Prepare a work program for for City Demographer that				
			Decrees a contract of the cont		better integrates the role into the Division. Outline goals and				
			Prepare a work program, accountability measurements, and schedule of deliverables for the City Demographer that		responsibilities helping further understand the patterns and trends we are facing as a community. The work plan needs to				
	Comprehensive		better integrates this position's role into the Comprehensive		provide the base data to be analyzed annually to help				
Staffing	Planning	Matt Lewis	124 Planning and Urban Design Divisions.	Concur	monitor the evolving needs of the community.	Jul-15	Dec-15	None	N/A 1
Starring	i idiiiiig	Widte ECWIS	124 Harming and Orban Design Divisions.	Concu	monitor the evolving needs of the community.	301 13	DCC 13	None	14/5
					Focus master planning and implementation on growth areas				
					in Imagine Austin Growth Concept Map In the creation of a				
			Comprehensive Planning should focus greater plan		weighted matrix to determine where planning services				
			implementation and master planning resources on the		should be prioritized (see Zucker recommendation				
	Comprehensive		regional, community, and neighborhood centers that are	1	123).Emphasis will be given to areas of growth identified in	1			
None listed	Planning	Matt Lewis	125 identified in the Growth Concepts Map of Imagine Austin.	Concur	the Imagine Austin Growth Concept Map.	Jun-15	Jun-16	None	N/A 1
					The CodeNEXT project will take into account and provide a				
				1	focus, and a regulatory toolkit for guiding growth in Austin's	1			
				1	greenfield areas. The work-to-date has, for the purpose of	1			
					describing Austin's development typologies identified three				
					general types: "Walkable Urban;" "Transitional;" and				
				1	"Drivable Suburban." Transitional areas are those that may	1			
				1	currently display characteristics of Drivable Suburban, but	1			
					which (either because of community interest or because of				
			Add annhasis to Invasing Austinia angus and a constant	1	the comprehensive plan) are desired to ultimately become	1			
	Community		Add emphasis to Imagine Austin's proposed new regional,		Walkable Urban. The greenfield Imagine Austin Centers are				
None listed	Comprehensive Planning	Matt Lewis	town, and neighborhood centers in the CodeNEXT Land 126 Development Code update process.	Concur	likely to treated this way as Transitional areas that will be coded to steer them towards a Walkable Urban character.	lun 15	Ongoing	None	N/A 1
ivone listea	riallillig	IVIALL LEWIS	120 Development Code apaate process.	COIICUI	coded to steer them towards a warkable orban character.	Jun-15	Ongoing	None	IN/A

										,
None listed	Comprehensive Planning	Matt Lewis	Working with Austin Utilities departments responsible for other infrastructure services, prepare and adopt an infrastructure element for Imagine Austin.	Concur with modifications	Planning and Zoning Department (PAZ) staff will work with infrastructure departments to prepare and adopt infrastructure element of Imagine Austin Comprehensive Plan. PAZ staff will continue to coordinate with the City of Austin Capital Planning Office and infrastructure departments on an annual cycle to develop a Long Range Capital Improvement Plan (CIP) Strategic Plan in support of Imagine Austin. Staff will prepare a recommendation for Council consideration to amend the Imagine Austin Comprehensive Plan to add a reference to the CIP Strategic Plan.	Oct-15	5 Oct-16 N	Ione	N/A	1
None listed	Comprehensive Planning	Matt Lewis	Continue coordination activities with the Capital Area Metropolitan Planning Organization (CAMPO) to include the Growth Concept Centers Map in their transportation planning process.	Concur	Coordinate with CAMPO to include Imagine Austin growth centers in their transportation planning. Staff will provide CAMPO with the latest version of the Imagine Austin Comprehensive Plan growth concept map that identifies growth centers Staff will also meet with CAMPO Technical Advisory Committee staff to ensure that regional transportation investments and planning continue to support Imagine Austin. Recently, the CAMPO Transportation Advisory Board adopted Imagine Austin's growth corridors and centers into their CAMPO 2040 Regional Transportation Plan.	Jun-1	5 Complete N	ione	N/A	11
None listed	Comprehensive Planning	Matt Lewis	The city should consider these three planning strategies. 1) Hire a seasoned real estate development professional at the Assistant Director level to head up a small task force (new hires and/or Planning and Development Review Department (PDRD) staff) aimed in forming a New Communities development Strategy. 2) Based on the priorities established in the New Communities Development Strategy, retain the services of a real estate development consultant to undertake site selection, acquire land options, and lead in the formation of development venture entities. 3) At the Mayoral and City Manager level, ensure that all City departments responsible for streets, parks, utilities, and other infrastructure are working in accord with the concepts of Imagine Austin and the priorities specified in the New communities Development Strategy. The same applies to non-city entities such as school districts, county agencies, and the Capital Area Metropolitan Planning Organization (CAMPO).	Concur with modifications	Research first two parts to determine best practices and what other cities are doing to see if this is feasible in Austin. Economic Development Department with the assistance of the Real Estate Office already provides certain development strategy programs today. The third bullet under this recommendation is already being done through the Capital Planning Office's CIP Strategic Plan. All CIP departments are coordinating long range CIP needs with Imagine Austin as the guiding document.	Oct-1 <u>1</u>	5 Ongoing N	lone		2
None listed	Comprehensive Planning	Matt Lewis	Initiate a long-term process to consider redefining neighborhood planning boundaries and reorganize neighborhood contact groups into a larger, geographically coherent, and more manageable number of entities.	This item requires additional research.	Research best practices from other cities and explore alternative neighborhood contact structures. Staff will prepare recommendations for Council to consider regarding appropriate configuration of neighborhood boundaries.	Aug-15	5 Mar-16 N	lone		2
None listed	Comprehensive Planning	George Zapalac	Provide stronger supervision, better definition of work programs, and measurable performance goals for the Neighborhood Assistance Center.	Concur	Continue to provide supervision to Neighborhood Assistance Center (NAC). Assign a front line supervisor. Develop a NAC Strategic Plan with Work Program Include performance benchmarks in the annual budget which relate to number of customers served by the NAC.	Aug-15	5 Oct-15 N	Jone	N/A	1
Project Managers/ Processes	Comprehensive Planning	Matt Lewis	Delegate the Future Land Use Map (FLUM) consistency review to a subordinate position, or reassign it entirely to the Land Use Division while maintaining coordination with the Imagine Austin Implementation team.	Concur with modifications	Delegate Future Land Use Map (FLUM) consistency review to a subordinate position. Create an Imagine Austin Comprehensive Plan conformance checklist to help assure consistency in reviewing for conformance with Imagine Austin.	Jun-15			N/A	1
Staffing	Current Planning	Jerry Rusthoven	Eliminate the One Stop Shop Program from the Division Organization Chart and replace it with a position that reflects the independent nature of this administrative function	Concur	Planning and Zoning Staff will work with the Development Services Department on moving the position to the Development Services Department .	Aug-15	5 Oct-15 N	lone		1

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performance Current Personal Programs of Control Programs of Contr	Staffing	Planning	Jerry Rusthoven	134	activities.	Concur	division.	Aug-15	Mar-16	None		1
Performance of Control					Ensure that Administrative Specialist Staff consistently fulfill							
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Projection Contract C			Jerry Puethoven	125		Concur		Λιισ-15	Mar-16	None		1
Process Ourself Oursel	otanuarus	riaiiiiiig	Jerry Rustrioveri	133	administrative stan.	Coricui		Aug-13	IVIAI-10	None	<del></del>	
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Planning Divisions should ensure that the AMANDA system can collect data as needed to manage the Division.  ### ### ### ### ### ### ### ### ### #	Communication	Planning	Jerry Rusthoven	138	posted online.	Concur	packet.	Oct-15	Apr-16	None		2
Planning Divisions should ensure that the AMANDA system can collect data as needed to manage the Division.  ### ### ### ### ### ### ### ### ### #												
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### Bids: Configure AMANDA/Create a Code Amendment Process Model for the Code amendment process, and Concur Code mendment process for inclusion in AMANDA, creating mew AMANDA folder for code amendment process, and Concur Code mendment process for inclusion in AMANDA  Jul 15 Mar-16 To be determined  N/A  Mar-16 To be determined  N/A  Mar-16 To be determined  N/A  Mar-16 To be determined  N/A  Mar-16 To be determined  N/A  Mar-16 To be determined  N/A  The Current  Complete  The Current  The Current Planning Division should work with the Communications and Technology Management (CTM) Information System by address. Assessor parel numbers are used but file recor					technological issues identified above to improve efficiency in		data collection in AMANDA by conducting requirements					
Process Module for the Code Amendment Process. ### 150 Use an electronic system for the ordinance drafting process to eliminate the practice of email, scanning and interoffice mail coordination.  Concur Complete  Technology Department Greg Hand Interoffice mail coordination.  Concur Complete  Concur Complete  Complete Complete Complete None  Develop filing protocols for the set-up, storage and maintenance of electronic files to ensure that they are on a shared drive accessible to all staff and saved in a searchable format. Paper files should continue to be scanned and converted to an electronic format according to priority to required for implementation staff will meet with the department's Record Analyst to determine the chemology pedia and approach to the effective and that all scheduled policy single process of the view process for Law in AMANDA.  The Current Planning Greg Hand 141 eliminate the need for paper office files.  Planning Greg Hand 142 eliminate the need for paper office files.  Current Current Greg Hand 143 eliminate the need for paper office files.  Current Greg Hand 144 eliminate the need for paper office files.  Current Greg Hand 145 eliminate the need for paper office files.  Current Greg Hand 145 eliminate the need for paper office files.  Current Greg Hand 145 eliminate the need for paper office files.  Current Greg Hand 145 eliminate files to ensure that the complete file records are an attached to them. Assessor and are not controlled by the City, Staff will continue discussions with Travis County Apparalal District and the City of Auritine decussions with Travis County Apparalal District and the City of Auritine decussions with Travis County Apparalal District and the City of Auritine decussions with Travis County Apparalal District and the City of Auritine decussions with Travis County Apparalal District and the City of Auritine decussions with Travis County Apparalal District and the City of Auritine decussions with Travis County Apparalal District and the City of Auritine decussions					the Division.		analysis for historic preservation processes, creating					
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Entire Rusthoven/Greg Department Hand 148 bethnological issues to improve efficiency in the Division. Concur technology improvements.  The Current Planning Division should conduct internal training sessions with Current Planning staff on process, procedures, cooled and plan amendments, modified forms and soning policies and the comprehensive plan to raise  Processes Planning Jerry Rusthoven 140 competency levels and processing consistency.  Project Jerry Rusthoven 140 competency levels and processing consistency.  Project Jerry Rusthoven 150 MANANA register 150 MANANA register 150 MANANA register 150 MANANA register 150 MANANA register 150 MANANA register 150 MANANA register 150 MANANA register 150 MANANA register 150 MANANA register 150 MANANA register 150 MANANA register 150 MANANA register 150 Managers 150 MANANA register 150 Managers 150 MANANA register 150 Managers 150 MANANA register 150 Managers 150 MANANA register 150 Managers 150 MANANA register 150 Managers 150 MANANA register 150 Managers 150 MANANA register 150 Managers 150 MANANA register 150 Managers 150 MANANA register 150 Managers 150 MANANA register 150 Managers 150 MANANA register 150 Managers 150 Mana						1 · · · · · · · · · · · · · · · · · · ·					
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Project Managers/ Current Planning sessions with Current Planning staff on process, procedures, code and plan amendments, modified forms and zoning policies and the comprehensive plan to raise processes Planning Jerry Rusthoven 149 competency levels and processing consistency.  Development Services Manager will provide training at weekly meetings and update and/or create policy and procedure manuals for each division discipline area.  Development Services Manager will provide training at weekly meetings and update and/or create policy and procedure manuals for each division discipline area.  Development Services Manager will provide training and zoning Department will work with Information Technology (IT) staff to identify AnANDAD training apportunities. Working with IT and Humans Resources staff a training schedule will be created to complete a specific number of hours of customer services and AnANDAD training and zoning Department will work with managers of partment (PAZ) will work with managers from other PAZ areas and within the Land Use Review division of the Development Services Manager in the Planning and Zoning Department (PAZ) will work with managers from other PAZ areas and within the Land Use Review division of the Development Services the division provides and work with the Director and financial staff to support their indusion in the annual business plan and proposed budget.  Project  Project  Project  Project  Profect  A formal policy should be adopted to reject all incomplete  Program as part of the budget process.  A formal policy should be adopted to reject all incomplete  Planning and Zoning staff will establish a formal zoning use determination application acceptance policy through a memorandum of understanding with the infaste section of				The Current Planning Division should conduct internal							
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Project determination application acceptance policy through a Managers/ Current A formal policy should be adopted to reject all incomplete memorandum of understanding with the intake section of						Planning and Zoning staff will establish a formal series was					1
Managers/ Current A formal policy should be adopted to reject all incomplete memorandum of understanding with the intake section of	Project					_ = =					
		Current		A formal policy should be adopted to reject all incomplete							1
			Jerry Rusthoven		Concur	=	Aug-1	5 Oct-15	None		1

	1	1								1
					The Core Management Committee Board for ANAANDA is					
			Configure the AMANDA system to allow online, electronic		The Case Management Governing Board for AMANDA is working on draft to the Department Directors Advisory					
			submittals and payment for Administrative applications as a							
		laws.	1 1		Council to publish a Request for Information for alternative					
	Current	Jerry Rusthoven/Greg	first step towards online, electronic Planning and Development Review Department (PDRD) Application		solutions. This is part of an ongoing review to ensure the City has access to a database product that continues to evolve					
Technology	Planning	Hand	154 submittals.	Concur	with technology improvements.	Jul-15	Dec-15	None		1
recrinology	Planning	папи	Configure the AMANDA system so that Administrative	Concur	The Case Management Governing Board for AMANDA is	Jui-15	Dec-12	None	+	1
			Applications can be reviewed and approved in the AMANDA		working on a draft to the Department Directors Advisory					
		Jerry	system, online. Approval timeframes should be established in AMANDA for Administrative approvals and monitored,		Council to initiate a study for alternative solutions. This is part of an ongoing review to ensure the City has access to a					
	Current	Rusthoven/Greg	tracked, and reported on to ensure that they are successfully		case management solution that continues to evolve with					
Technology	Planning	Hand	155 being met.	Concur	technology improvements.	Sep-15	Mar-16	None		1
recrimology	riailillig	пани	Once AMANDA is configured to process Administrative	Concu	Development Services Manager will update the zoning	3ep-13	IVIdI-10	None	+	1
Project			applications, the Division Manager should delegate case		manual to describe procedures to process use					
Managers/	Current		management to a principal level staff, with final sign off in		determinations and provide training to the zoning principal					
Processes	Planning	Jerry Rusthoven	156 AMANDA by the Division Manager.	Concur	planner.	Oct-15	Dec-15	None		1
riocesses	riaiiiiiig	Jerry Rustrioveri	130 AWANDA by the Division Wanager.	Concu	planner.	001-13	Dec-13	None	+	
	1	1		I	Planning and Zoning Department staff will work with the Law				1	
	1	1		I	Department to update the Municipal Utility District (MUD)					
	Current	1	The City should update the MUD and PID policies to provide	I	and Public Improvement District (PID) policies and will					
None listed	Planning	Jerry Rusthoven	157 an updated growth management framework for the City.	Concur	present their recommendations to City Council.	Aug-15	Apr-16	None		1
	ig	- J , astriovell	species grown management namework for the city.		The Case Management Governing Board for AMANDA is	, tug 13	. 1pi 10	P	+	1
1	1			1	working on a draft to the Department Directors Advisory					
1	1		Configure AMANDA to create an Annexation Module for the	1	Council to initiate a study for alternative solutions. This is					
Project	1	Jerry	Annual Annexation process to eliminate the need for paper	I	part of an ongoing review to ensure the City has access to a				1	
Managers/	Current	Rusthoven/Greg	file creation and maintenance, facilitate distribution of		case management solution that continues to evolve with					
Processes	Planning	Hand	158 review materials and collation of review comments, etc.	Concur	technology improvements.	Aug-15	Mar-16	None		1
110003303	i idilililig	riunu	136 review materials and conductino review comments, etc.	Concu	teennology improvements.	Aug 13	IVIUI 10	None	+	
			Create a staffing model for the Code Amendment Function							
			using application labor hours derived from the Planning and		Development Services Manager in the Planning and Zoning					
			Development Review Department (PDRD) fee study to		Department will develop procedures staff to track the					
	Current		determine appropriate staffing levels for the function to		number and the amount of time allotted for each land					
Staffing	Planning	Jerry Rusthoven	159 justify the need for additional staff.	Concur	development code amendment.	Aug-15	Jun-16	None		1
		, , , , , , , , , , , , , , , , , , , ,					*****			
			Create a staffing model for Historic Preservation Function							
			using application labor hours derived from the Planning and		Development Services Manager in the Planning and Zoning					
			Development Review Department (PDRD) fee study to		Department will develop procedures staff to track the					
	Current		determine appropriate staffing levels for the function to		number and the amount of time allotted for historic					
Staffing	Planning	Jerry Rusthoven	161 justify the need for additional staff	Concur	preservation functions.	Aug-15	Aug-16	None		1
		,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			- 0	- 0			
					The AMANDA application will be configured to provide online					
					submittal and payment of Historic Preservation Applications.					
		Jerry			Development Services Department Information Technology					
	Current	Rusthoven/Greg	Configure AMANDA to allow for online submittal and		staff will work with the Communications and Technology					
Technology	Planning	Hand	162 payment of Historic Preservation Applications.	Concur	Department staff to implement.	Oct-15	Sep-16	None		1
<u> </u>	Ī				Add relevant content to the Historic Preservation Office					
	1	1		I	webpage. Current Planning staff will work to develop a				1	
	1	1		1	mission statement for the Historic Preservation Office,					
	1	1	Flowcharts of the applications managed by the Historic	I	flowcharts and other relevant information. Public					
	Current	Sylvia Arzola,	Preservation Office should be posted online to aid users in	I	Information staff will then post the information to the					
Technology	Planning	Steve Sadowsky	163 understanding the various processes.	Concur	website within 2 working days.	Aug-15	Oct-15	None	N/A	1
	Ī	,				-				
İ	1	I	Completeness checks for Zoning Case Management	I						
	1	1	Applications should be completed within 5 working days of	I	Planning and Zoning staff will establish a formal zoning map					
	1	1	submittal. The Completeness check should be accomplished	I	application acceptance policy through a memorandum of					
	1	1	within the context of the staff review (DRC) period, so that all	I	understanding with the intake section of the Development					
Performance	Current	1	reviewers can help evaluate the whether the project is	Concur with	Services Department. An updated zoning case application					
Standards	Planning	Jerry Rusthoven	164 complete and ready to continue through the hearing process.	modifications	checklist will be prepared.	Aug-15	Oct-15	None		1
			The Development Services Manager for the Current Planning							
	1	1	Division should ensure that all application materials are	I	Development Services Manager in the Planning and Zoning					
	1	1	immediately distributed, within 1-2 days maximum to the	1	Department will work with Development Services					
	1	1	case manager and reviewers. Once digital submittals are	I	Department Intake staff to create a procedure to distribute					
Performance	Current	1	possible, application materials should be submitted and	I	preliminary zoning application materials within two business					
Standards	Planning	Jerry Rusthoven	165 distributed electronically.	Concur	days to the zoning case manager.	Aug-15	Sep-15	None		1

		1	T T							
Project Managers/ Processes	Current Planning	Jerry Rusthoven	Establish a development review committee (DRC) function, so that it serves as a case review function for more complex zoning projects, as described above. The DRC should also be 166 used to review complex subdivision and site plan projects.	Do Not Concur	A development review committee (DRC) process for zoning request would slow down the application process. It is not needed for most zoning cases and when meetings on particular subjects are needed staff finds it more efficient to only invite necessary staff.	N/A	N/A	None		1
Technology	Current Planning	Greg Hand	#167: Purchase iPads or laptops computers for Commission members, if they are not currently available in hearing chambers, so that agenda packet materials can be viewed electronically at hearings instead of on paper.  #168: Once electronic submittals are possible through the AMANDA system, the Development Service Manager for the Current Planning Division should ensure that agendas packets are only distributed electronically to members, as well as posted online to eliminate the time and cost associated with copying and delivery of the paper agenda packet.	Concur with modifications	The technology for commission members to view agendas and meeting material already exists and use has already been suggested to reduce the production of printed materials. Additionally, Development Services staff will confer with the City's Innovation Office to discuss options for migrating to an electronic information delivery mechanism and develop a plan for procurement, distribution and training.	Oct-15	Dec-15	To be determined	N/A	2
Technology	Entire Department	Jerry Rusthoven/Greg Hand	Use an electronic system for the ordinance drafting process to eliminate the practice of email, scanning and interoffice 169 mail coordination.	Concur	Development Services Manager in the Planning and Zoning Department will work with Information Technology staff to implement a solution with the Law Department to create an electronic process for ordinance preparation.	Sep-15				1
Project Managers/ Processes	Current Planning	Jerry Rusthoven	Work with the City Council to modify the existing postponement policy in order to curb the practice of 170 excessive postponements, which is a drain on city resources	. Concur	Staff will provide the Council information regarding the City's zoning postponement policy. Staff will also inform Council of any unusual implications of postponing a zoning case to a particular date when a case is being considered for postponement. Council has recently adopted a new zoning public hearing and meeting policy which placing them on a particular meeting once a month. for discuss implications of postponements with Council staff. Work with City Council staff to try and reduce postponements.	Aug-15	Sep-15	None		
Technology	Comprehensive Planning	Matt Lewis	There should be an appropriation for mapping of the new 171 code and an electronic code.	Concur	Appropriate resources for mapping of the new code and an electronic code will be determined. Staff will assess the need for additional personnel resources to support the mapping endeavor as the date draws closer to the adoption of a new Land Development Code. Electronic Code: Planning and Zoning Department staff will continue conversations with the CodeNEXT consultant team about creating a "digital" zoning code. For these purposes, that term "digital" means an electronic code that makes the code viewable electronically, but a "smart" code that also makes the code easier to use. For example, a user might be able to create a customized zoning summary for a particular address or a particular use.	Jun-15	Ongoing	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost is \$40,000.  Additional funding will be determined in future fiscal years for the zoning mapping process and the electronic code.	Operating	1
Management/ Communication	Comprehensive Planning	Matt Lewis	The Director of the Planning and Development Review Department should actively participate in the CodeNEXT 172 project.	Concur	The Planning and Zoning Department Director will participate in CodeNEXT project. With the division of the former Planning and Development Review Department into the Planning and Zoning Department (PAZ) and the Development Services Department, the director of PAZ has been (and will continue to be) able to participate far more consistently and meaningfully in the CodeNEXT project.		Ongoing	None	N/A	1
Management/ Communication	Development Assistance Center	Christopher Johnson	#173: The Development Assistance Center (DAC) Division Manager should designate several employees to perform lead duties to help reduce the number of employees directly reporting to the Division Manager.  #184: The Development Assistance Center (DAC) Division Manager needs to schedule periodic staff meetings to disseminate information from management and to solicit input from employees.	Concur	The two Development Services Process Coordinators in Development Assistance Center (DAC) have been designated as leads/supervisors, thereby significantly reducing the number of direct reports for the DAC Manager. With this organizational change, it now becomes much more feasible to schedule staff meetings. The Manager can schedule regular meetings with the two leads to share information from management meetings, and a separate regular meeting with the remaining non-lead direct reports. The two leads will also schedule regular meetings with their direct reports to disseminate information.	May-15	6 Aug-15	None	N/A	1

						The Development Assistance Center (DAC) Manager will					
						review potential performance measures with DAC staff and					
				The Development Assistance Center Manager should		Development Services Human Resources Manager, identify					
	Development			establish employee performance standards, performance		appropriate performance measures and implement with					
Management/	Assistance	Christopher		auditing and ongoing employee training to bring meaning	Concur with	Fiscal Year 2015 and 2016 Success Strategy Performance					
Communication	Center	Johnson	174	back to Employee Performance Evaluations.	modifications	Reviews.	Jun-15	Dec-1	None	N/A	
				The Development Assistance Center Manager should		The Development Assistance Center (DAC) Manager will					
				The Development Assistance Center Manager should		The Development Assistance Center (DAC) Manager will					
				establish performance standards for the Division that identify		analyze historical performance measures of walk-in customer					
	Development			staffing ratios based on the full-time equivalents available to		counts by discipline area and volume of site plan					
	Assistance	Christopher		accomplish specified activities consistent with service	_	correction/exemption applications to establish appropriate					
Staffing	Center	Johnson	175	delivery standards.	Concur	staffing levels for benchmarked workload areas	May-15	Dec-1	None	N/A	
						An Environmental Review Specialist position is included in					
						the FY2015-16 Proposed Budget. Once an additional					
				Backup needs to be available for the Environmental Review		Environmental Review Specialist is hired and housed in Land					
	Development			Specialist in Development Assistance Center (DAC) through a		Use Review, the Environmental Review (EV) specialist will			The funding for this recommendation has been		
	Assistance			cooperative agreement with Land Use Review or cross-	Concur with	provide backup for the Development Assistance Center EV			included in the FY2015-16 Proposed Budget. The		
Staffing	Center	George Adams	176	training within DAC.	modifications	reviewer.	Oct-15	Mar-1	estimated cost for this request is \$58,016.	N/A	1
					1	The Land Lie Review (LLIP) Division Manager and the					
	1				1	The Land Use Review (LUR) Division Manager and the					
						Development Assistance Center (DAC) Division Manager will					
						evaluate current training techniques and practices; LUR and					
						DAC will continue the collaborative work to ensure					
						consistency in code and criteria interpretations by staff in					
				Examine how the Planning and Development Review		each division; LUR staff and DAC staff will collaborate on a					
				Department (PDRD) Development Assistance Center		review of standard policies applicable to both division to					
		Andrew		specialists are managed to ensure both day-to-day		ensure consistency of code interpretations; LUR and DAC will					
Management/	Entire	Linseisen, Chris		operational assignments and on-going technical training	Concur with	convene a focus group of employees for further assistance					
Communication	Department	Johnson	177	requirements are addressed.	modifications	with this recommendation.	Jun-15	Mar-1	None	N/A	1
				The Development Assistance Center (DAC) Manager should							
	Development			evaluate the need to add staff to maintain the Records		The Development Assistance Center manager has evaluated					
Management/	Assistance	Christopher		Management Program in light of other recommendations		the need and a position will be requested in the Fiscal Year					
Communication	Center	Johnson	178	made that impact workload.	Concur	2016-2017 budget.	Complete	Complete	To be determined	N/A	1
						Three (3) Planner Senior positions are included in the FY2015-					
						16 Proposed Budget, and one Planner Senior position will be					
	1		l		1	included in the FY 2016-17 budget request.					
	1				1	One full-time equivalent (FTE) will be placed in the					
	1				1	Development Assistance Center (DAC) to support day to day					
	1				1	operations and three (3) new DAC support staff be located					
	1				1	within Land Use Review (LUR) and assigned to support DAC					
	1				1	on a dedicated basis.					
						on a dedicated basis.					
ĺ	1		l		1	DAC experiences significant variations in customer service					
	1					requests and it is anticipated that a blended combination of					
	1					one new FTE in DAC coupled with a dedicated team of					
	1				1	support from LUR will most effectively meet the customer					
	1				1	support from LOR will most effectively meet the customer service demands in DAC.			The funding for this recommendation will be said	.	
	I				I	service defindings in DAC.			The funding for this recommendation will be split	<b>'</b>	
	I			To and the second secon	I	The share full size and big of the UID would be 1991			between the FY2015-16 and the 2016-17		
				To reduce customer wait times the Development Assistance	1	The three full-time positions for LUR would be split by			Proposed Budget. The estimated cost for the		
	Development			Center Manager should request an additional four (4) staff	I	discipline with one new position added to the review teams			three (3) Planner Senior positions is \$222,002 for		
Management/	Assistance	Christopher		positions or consultants to support Zoning, Transportation,		for the Site Plan, Subdivision, and Transportation disciplines.			FY2015-16; and the estimated cost for the one	I	
Communication	Center	Johnson	179	Administrative Exemptions and Environmental Reviews.	Concur	Completion date includes time for hiring and training staff	Oct-15	Sep-10	Planner Senior position is \$74,001 for FY2016-17	. N/A	1

Project Managers/	Development Assistance	Christopher	Plans approved by Commercial and Residential Plan Review Sections should be delivered to the first floor Development Assistance Center (DAC) Research and Document Sales Center for retention and subsequent distribution to	This item requires additional	Additional information is required to evaluate this recommendation. These include: physical space considerations; impact on the Development Assistance Center (DAC) staff workload for maintaining and retrieving approved plans, verifying fee payment etc.; impact to service levels for existing research customers and response times to Public Information Requests.  The DAC Manager will meet with Permit Center and Plan Review staff to get a better understanding of the space and staff workload implications and customer expectations. These meetings will occur between June 2015 and December 2015, so that a decision can be made prior to submittal of Fiscal Year 2016-2017 budget request if the decision is made to implement the recommendation, and financial				
Processes	Center	Johnson	180 customers after they have paid their outstanding permit fee		considerations are identified.	Jun-15	Dec-15	None	
Management/ Communication	Development Assistance Center	Christopher Johnson	Development Assistance Center (DAC) staff should complete a meeting summary statement for all formal and informal meetings with customers when specific direction has been provided. This information should be available to other staff 182 through the AMANDA system interface.	Concur with modifications	The Development Assistance Center (DAC) manager will meet with appropriate DAC staff to explore options of documenting meetings. The DAC manager will meet with IT staff to explore options of uploading DAC staff directives and supporting documentation from applicant, that directive was based upon.	Oct-15		To be determined	N/A
Management/ Communication	Development Assistance Center	Christopher Johnson	The Development Assistance Center (DAC) Division Manager needs to develop a system to frequently disseminate  183 important information to all employees in the Division.	Concur	The Development Assistance Center (DAC) Manager will develop Standard Operating Procedures for compiling, disseminating, communicating and implementing information and include relevant Land Use Review and other staff.	Oct-15	Mar-16	None	N/A
Management/ Communication	Development Assistance Center	Christopher Johnson	The Development Assistance Center (DAC) Manager should adopt a process of communicating process or interpretation changes to employees and establish a location where these 185 communications will be archived for future reference.	Concur	With the designation of the two leads in the Development Assistance Center (DAC), it is now feasible to schedule regular staff meetings. The DAC specialist currently attend the Land Use Review discipline staff meetings (Drainage Engineers, Environmental, Site Plan, Subdivision, & Transportation). Interpretation and process changes that are conveyed to staff at these meetings, can be shared with other DAC staff at their team meetings and disseminated to DAC manager at lead meetings.	Jun-15	Feb-16	None	N/A
Management/ Communication	Development Assistance Center	Christopher Johnson	#186: Public Notices should be placed in secure enclosures that are readily visible to customers. #187: Public Notices intended to be posted should be of larg print so they can be easily read by customers.		The Development Assistance Center (DAC) Manager will look into the feasibility of placing public notices in secure location and use large print for public notices, taking the number of notices and their font size into consideration. Larger print may necessitate larger cabinet size. Official rule posting and agendas are already posted in a secure cabinet in the One Texas Center lobby on the 1st floor.	Oct-16		To be determined	N/A
Management/ Communication	Development Assistance Center	Sylvia Arzola	The public information handouts provided in the Development Assistance Center should be revised to be 188 more attractive and readable.	Concur	Public Information staff will design and update all public handouts. A Public Information Specialist position is included in the FY2015-16 Proposed Budget in accordance with recommendation #387. This position will be able to assist with this recommendation.  Records Management and Information Technology staff will	Jan-16	Mar-16	To be determined	Operating
Technology	Development Assistance Center	Greg Hand	Development Assistance Center Document Management staff should investigate the availability of technology to streamline the process of redacting confidential information 189 from documents requested by the public.	This item requires additional research.	complete an inventory of documents that contain confidential information that should be redacted before being released online and for public information requests. They will conduct research to find technology that can automate redaction of confidential information on documents.	Oct-16	Dec-17	None	

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Project Managers/ Processes	Development Assistance Center	Christopher Johnson		#190: The Development Assistance Center (DAC) Manager should eliminate the current practice of processing and maintaining minor corrections to an approved master site plan for those properties not otherwise exempt. #191: The large quantity of site plan mylars currently stored in the Records Research area should be moved off-site regardless of whether the Corrections program is abandoned.  The City and the Legal Department should review the funding	Concur with modifications	The Development Assistance Center (DAC) Manager will meet with DAC staff and staff from Commercial Plan Review and Land Use Review to consider any possible adverse impacts from such a process change. If other divisions are in agreement, a pilot will be initiated of no longer processing site plan corrections for change-of-use requests. If successful, the pilot will be expand to a policy change to include all corrections to site plans for sites that have completed all originally proposed improvements, and staff can then eliminate the on-site storage of mylar record sets from completed site development projects.  Staff will determine a cost of service for documentation requested and as allowed through the Public Information Act. A task order will be established for Public Information Request research and all relevant staff to track time and	Oct-16	Jun-16 None	N/A	1
	Land Use			for public information requests and support, if necessary,		expenses even if cost reimbursement is not able to be				
Finance	Review	Andrew Linseisen	192	legislation to increase the cost reimbursement.	Concur	implemented.	Jan-16	Jun-16 To be determined	N/A	2
Management/ Communication	Land Use Review	Andrew Linseisen	193	Planning and Development Review Department (PDRD) and the Legal Department should meet to discuss timing issues, quality of requests, and quality of response issues regarding legal documents for Land Use.	Concur	Development Services Department (DSD) and the Legal Department will meet to discuss timing issues, quality of requests, and quality of response issues regarding legal documents for Land Use. DSD is working with the Law Department to move document review to AMANDA, establish standard timelines for legal document review, provide approval of opinions in writing and sign off on policy interpretations; DSD supports increased resources being added to the Law Department to provide adequate support for DSD and PZD requests.	Jan-16	5 Jun-16 To be determined	N/A	1
Technology	Land Use Review	Greg Hand	194	The Administrative Supervisor should work with Communications and Technology Management Department (CTM) to configure AMANDA to collect and report on additional data for the Intake/Notification Function in the Land Use Review division.	Concur	Development Services Information Technology staff will update and enhance the workflow processes and data collection in AMANDA. Land Use staff will use the Customer Wait Tracking System or similar application to manage and track customer visits. Development Services Information Technology staff will create Microstrategy dashboards to improve management's ability to monitor activities and timelines.	Jul-15	5 Dec-15 None	N/A	1
Management/ Communication	Land Use Review	Andrew Linseisen	195	The Managing Engineer and section managers and supervisors should hold a series of meetings to discuss how to best address the Managing Engineers span of control issue.	Concur with modifications	The Managing Engineer and section managers and supervisors will hold a series of meetings to discuss how to best address the Managing Engineers span of control issue. The Land Use Review (LUR) Division Manager and Assistant Director will analyze the organizational structure of LUR and develop recommendations to reduce the span and control of the Division Manager. Changes to span and control will require additional resources being allocated to the division.	Jun-15	Dec-15 To be determined	N/A	1
Management/ Communication	Land Use Review	Andrew Linseisen	196	Revise content and approach to Land Use Review division meetings as outlined above.	Concur with modifications	All Land Use Review (LUR) recurring meetings will continue to utilize agendas that outline the purpose of the meeting; Specific action items and meeting summary notes can be developed provided adequate administrative resources are added to the division LUR managers agree that scheduled times should be established in appropriate meetings to discuss the mission and direction of the function as related to processing activities and service delivery; LUR will continue efforts to provide broad based overviews of the purpose, scope, and technical requirements related to each specific review discipline as part of LUR Division meetings; LUR supervisors and managers will explore the inclusion of additional team-building exercises to strengthen trust and rapport among supervisors and staff and improve morale.	Jun-15	5 Dec-15 To be determined	One-Time	1

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Staffing	Land Use Review	George Adams		The various sections of Land Use Review should update their training manual.	Concur	Discipline Team Leads are currently responsible for maintaining the currency of their sections Training Manuals as prescribed in the supervisor's individual performance goals; Training Manuals are reviewed and updated on at a minimum of an annual basis as prescribed in the supervisor's individual performance goals.	Jun-15	Dec-15	None	N/A	1
Management/ Communication	Land Use Review	Andrew Linseisen		Policy and procedural changes should be formally discussed and announced to all staff and Stakeholders in advance of implementation.	Concur	Development Services will continue a department-wide effort to review all policies and procedures as part of the creation of the new department; Land Use Review Division Manager will continue to include the development of policy interpretations to clarify and uniformly implement code and criteria as an individual performance measure for all supervisory staff; Land Use Review will examine the most efficient communication strategy to provide access to policy documents to our internal and external stakeholders.	Jun-15	Mar-16	None	N/A	1
									The funding for this recommendation has been		
	Land Use								included in the FY2015-16 Proposed Budget. The		
Staffing	Review	George Adams	199	Add one customer service representative.	Concur	The position is included in the FY2015-16 Proposed Budget.	Oct-15	Mar-16	estimated cost for this request is \$63,524.	Operating	1
Staffing	Land Use Review	George Adams		The Supervisor should create a staffing model for the Intake and Notification function using application labor hours derived from the Planning and Development Review Department (PDRD) fee study to conduct a staffing analysis to determine appropriate staffing levels, if activity volumes significantly increase to justify the need for additional staff.	Concur	The Intake Supervisor will work with the Land Use Review Division Manager, Assistant Director, and Finance Manager to create an appropriate staffing model for the Intake functions; Add 1 new full-time equivalent as Customer Service Representative Senior to Intake staff to increase number of staff available to perform all tasks associated with the Intake process; The Notification workgroup is currently adequately staffed.	Jun-15	Mar-16	See recommendation #199.	N/A	1
Staffing	Land Use Review	Andrew Linseisen		The Land Use Review Division and Planning and Development Review Department's (PDRD's) Human Resources function should carefully monitor staff turnover for the Land Use Review Division.	Concur	The Land Use Review (LUR) Division and Planning and Development Review Department's (PDRD's) Human Resources (HR) function will investigate staff turnover for the Land Use Review Division. LUR Division Manager will continue to work with Development Services Human Resources team to evaluate year to year turnover in the division; LUR Division Manager will continue efforts to diversify the career opportunities with the Division to encourage internal promotion and career growth through proper organizational structure; LUR Division Manager will continue efforts to evaluate the qualifications and compensation of staff within the division by the City's Corporate Human Resource Department; Turnover in some sections is due to inadequate compensation tied to the job classifications, market studies and pay scale adjustments are recommended for many positions in LUR.	Jun-15	Dec-15	To be determined	N/A	2
	Land Use			Confirm the existence of specific AMANDA configuration issues that were reported and initiate correction of these issues through Communications and Technology		Development Services Information Technology staff and the Communication and Technology Department Information Technology staff will update and enhance the workflow					
Technology Technology	Review  Land Use Review	Greg Hand George Adams		Management Department (CTM) as soon as possible.  Explore whether the Customer Wait System can be modified to include City Arborist walk-in customers to facilitate more efficient customer service.	Concur	processes and data collection in AMANDA.  Staff will work with the Land Use Review (LUR) Division to determine if the Customer Wait System is the appropriate technology for tracking of walk-in customers. LUR managers will recommend if relocation of the walk-in customers from the lobby of LUR to a more appropriate customer service area in the department.	Jul-15 Nov-15	Dec-15	None  To be determined	N/A	1

						Supervisor will survey staff to gain information on the types					
						of training desired or needed for their job function. Work					
						with training unit to develop a comprehensive training					
						program for both Departments which includes, but not					
						limited to, AMANDA training, customer service training,					
						leadership training, and cross training between disciplines,					
						divisions, and departments. Request training budget to cover					
						all training costs including registration and required material					
						fees, and certification exam fees. Create joint training					
						sessions between Development Services divisions and					
						Planning and Zoning divisions to create consistency and					
						knowledge within both departments regarding Land					
						Development Code changes. Incentivize employees to					
						obtain professional licenses and certifications. (American					
				The Constitute the old conduct internal training consists with		Institute of Architects (AIA), American Institute of Certified					
140000000000000000000000000000000000000	Land Use			The Supervisor should conduct internal training sessions with		Planners (AICP), Leadership in Energy and Environmental					
Management/		C Ad	204	staff on process to raise competency levels and processing	C	Design (LEED), Congress for New Urbanism (CNU),	0-1-45	F-1- 40	Maria		
Communication	Review	George Adams	204	consistency.	Concur	International Code Council (ICC), etc.)	Oct-15	Feb-16	ivone	N/A	1
		ĺ	l		1	Development Services supervisors and managers will					
						continue to identify AMANDA issues that require corrective					
						action and develop a standard methodology for reporting					
						these requests. Development Services Information					
						Technology (IT) staff will work with managers and					
						supervisors to determine if times are a training issue or if					
						AMANDA changes are required; Development Services IT					
						staff will assist in providing ongoing training towards					
						improving the consistency of the use of AMANDA. Additional					
				The Supervisor should identify training needs related to		training will be planned for all staff as part of the					
	Land Use			customer service and the AMANDA system and schedule	Concur with	implementation of Electronic Plan Review for all staff. Create					
Technology	Review	George Adams	205	training accordingly.	modifications	a training lab at One Texas Center for instructor-led courses.	Oct-15	Mar-16	To be determined	N/A	1
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						Land Use Review (LUR) will explore cross-training between					
						intake, notification, and distribution and Planner 1 duties.					
						Land Use Review will to continue division meeting					
						presentations, where staff from different disciplines present					
						core review areas of each discipline and the codes and					
						criterias utilized in their specific reviews. This cross-					
	Land Use			Staff should be cross-trained to provide back up, job interest		information of the reviews by each specific review section					
Staffing	Review	George Adams	206	and raise overall competency levels.	modifications	enhances collaboration across LUR.	Aug-15	Mar-16	None	N/A	1
		ĺ			]	The Land Use Review (LUR) Division Manager should prepare					
		ĺ	l		1	a descriptions and Standard Operating Procedure (SOP)					
		ĺ	l		1	concerning Division responsibilities related to Travis County.					
						LUR Division Manager will explore opportunities for a					
						standing monthly managers meeting with Travis County to discuss and review the existing Chapter 30 code mandated					
		ĺ			]	descriptions and SOP regarding responsibilities and current					
						practices. Zucker Phase II study will assist in the					
		ĺ			]	development of a Memo of Understanding with Travis					
		ĺ			]	County outlining standard procedures. Discuss any practices					
		ĺ			]	that need to be revised or that do not meet those current					
						requirements. LUR managers and Travis County managers					
		ĺ		The Land Use Review Division Manager should prepare a	]	will review and propose changes to policies and procedures					
Partnering	Land Use	ĺ		descriptions and SOP concerning Division responsibilities'	1	and code revisions where necessary to improve the					
Departments	Review	George Adams		related to Travis County.	Concur	collaborative review process.	Jan-16	Jun-16	None	N/A	2
- sparaments		220.80 /400113	207	The Planning and Development Review Department (PDRD)	-31.00.	The Planning and Development Review Department (PDRD)	3011 10	Jun 10		.4	
		ĺ	l	Managing Engineer, Assistant Director, and the	1	Managing Engineer, Assistant Director, and the					
	Specialization			Environmental Program Coordinator should meet with the		Environmental Program Coordinator will meet with City					
Partnering	Land Use	ĺ		City Attorney and appropriate attorneys to solve	]	Attorney to solve coordination issues. Also see					
		George Adams	200	coordination issues.	Concur	recommendation 193.	Aug-15	Eab 16	To be determined	N/A	1
Departments	Review	George Adams	200	coordination issues.				Len-Tr		IN/A	

Staffing	Specialization Land Use Review	Andrew Linseisen	A detailed staffing analysis should be conducted to examine competitive salaries, staffing levels, and career advancement 209 plans for the Environmental Review section.	Concur with modifications	The Development Services Department (DSD) Resources Manager, in collaboration with the Corporate Human Resources Compensation Division, reviewed and revised related job descriptions to ensure they were valid, correct, and relevant. The Compensation Division conducted a market review, matching City environmental review jobs to those in similar market areas. Current City pay ranges were compared to the market information, and when indicated by market, equity and value, adjustments were made to the pay ranges. Employee pay rates were adjusted to reflect the updated pay ranges.	Complete	Complete	None	N/A	1
Project Managers/ Processes	Specialization Land Use Review	George Adams	The 245 Grandfathering committee should conduct open meetings and allow the applicant to make a presentation. The Planning Director should no longer participate in this 210 meeting.	This item requires additional research.	The Development Services Department (DSD) will identify tools to increase applicant's understanding of the City's 245 Process. The Chapter 245 review is a component of the completeness check process and must be complete within 10 days, which presents a challenge for scheduling applicant presentations. Applicants are allowed to present at reconsideration hearings. Additionally, the Chapter 245 meetings only include City staff and City Attorneys to share potentially attorney-client priviledged information. The Chapter 245 Process is a function of DSD, and the Department Director has assigned the responsibility for the Chapter 245 Process to the Assistant Director.	Jun-15	Feb-16	None		1
Management/ Communication	Specialization Land Use Review	Andrew Linseisen	The Managing Engineer and the Division Manager Construction Inspection should discuss the appropriate organizational location for the Barton Springs operating	Concur with modifications	The Managing Engineer and the Division Manager Construction Inspection should discuss the appropriate organizational location for the Barton Springs operating permits. Development Services is currently evaluating combining the Barton Springs Zone Operating Permit Inspection with the Administrative portion contained in Land Use Review.	Oct-16	Mar-17		N/A	2
Finance Staffing	Specialization Land Use Review Specialization Land Use Review	George Adams  Andrew Linseisen	Determine that the total cost to service the General Permit Program including field inspections is sufficiently offset by 212 franchise fees.  A Transportation Engineer should be added to the 213 Transportation Section.	Concur	The Zucker Report references a franchise fee, however it is a general permit fee. The General Permit program is currently funded from multiple sources including the yearly permit fees. Development Services management will study the level of support provided to the program based on franchise fees and make recommendations for changes if necessary.  This recommendation is complete; a Transportation Engineer at the level of Engineer C has been hired by the Land Use Review Division Manager.	Oct-16 Complete	Jan-16 Complete	None None	Operating N/A	2
Staffing	Land Use Review	John Beasley	The job specifications and job descriptions should be reviewed for the Planner Seniors in the Transportation 214 Review Section.	Concur with modifications	Job descriptions and qualifications are defined by Corporate Human Resources (HR) and have city-wide implications if changes are made. The Land Use Review (LUR) Division Manager has requested that Corporate HR undertake a full job classification and compensation study for the Land Use Review Division, and this is under consideration by Corporate HR. The concern over the qualification of the Transportation Review staff has been partially alleviated with hiring the Transportation Engineer (Recommendation # 213) to augment Transportation Review staff.	Mar-16		To be determined	N/A	1
Technology	Specialization Land Use Review Specialization Land Use	Andrew Linseisen	The Transportation Manager should work with staff to determine how to best meet the AMANDA deadlines at least	Concur	Additional staff resources have been requested in the FY2015- 16 Proposed Budget to augment staffing levels to ensure performance measures are met and improve customer service.  The Land Use Review Division Manager will review the	Oct-16		To be determined	Operating	1
Staffing	Review	Andrew Linseisen	216 description review.	Concur	staffing levels for the Transportation Review Section.	Aug-15	Dec-15	To be determined	N/A	1

					The Land Use Review (LUR) Managing Engineer and				
					Supervising Engineer will review the current team reporting				
					structure to identify methods to reduce direct reports to the				
					Supervising Engineer; LUR Managing Engineer and				
					Supervising Engineer will review the current duties to identify				
	Specialization				opportunities to strengthen the use of the Team Leads and				
Management/	Land Use		The Supervising Engineer should review and possibly increase	Concur with	· ·				
Communication	Review	Andrew Linesiann	217 the delegation of operational functions.	modifications	additional delegation opportunities for the Supervising	A 15	Jan-16	Nana	N/A
Communication	Review	Andrew Linseisen	217 the delegation of operational functions.	modifications	Engineer.	Aug-15	Jan-10	None	N/A
					The Development Assistance Center (DAC) and Land Use				
					, , ,				
					Review (LUR) Division Managers and Assistant Director will				
					discuss the reporting structure of the Engineer B in the				
			The Managing Engineer of Land Use Review and Manager of		Development Assistance Center; The DAC and LUR Division				
			Development Assistance Services and the Assistant Director		Managers and LUR Supervising Engineer will discuss ways to				
	Specialization		should meet to discuss the appropriate reporting relations		continue to improve the consistency of code and criteria				
Management/	Land Use		for the Engineer B located within Development Assistance	Concur with	interpretations made by the DAC Engineer B and the LUR				
Communication	Review	George Adams	218 Center (DAC).	modifications	Drainage and Water Quality review team.	Aug-15	Mar-16	None	N/A
1									
					Land Use Review managers and supervisors have created				]
1					Completeness Check Guidelines to increase transparency and				]
			The application review process should follow the four items		consistency of the completeness check process. This is a				
			outlined above. The four items are : 1) Completeness check		living document that will be continually updated and made				
			should be sufficient to ensure staff can complete a		available to applicant's; Supervisors will continue to				
			comprehensive first review; 2) Staff should be trained to		implement the performance measure of auditing each staff's				
	Specialization		complete a comprehensive first review; 3) Supervisors and		comments; Supervisors will continue to utilize peer review of				
Performance	Land Use		managers should audit a percentage of reviews; 4) Reviewers	Concur with	completed applications for consistency and accuracy of				
Standards	Review	George Adams	219 should use a problem solving approach.	modifications	review and emphasize customer service and problem solving.	Aug-15	Dec-15	None	N/A
Standards		ocorge / tauris	213 Should use a problem sorring approach.	mounications	review and emphasize easemer service and problem serving.	7105 15	Dec 15	TOTAL STATE OF THE	.47.
					Where recommendations call for reduced review times,				
					increases in staff resources may be required. Additional staff				
			The performance measures for the Land Development	This item	positions are requested in the FY2015-16 Proposed Budget to				
	Specialization		Division should be changed as shown in Table 52. These	requires	assist with reducing review times. However, the City's Code				
D f	Land Use								
Performance			performance measures recommend reduced review times fo		must be significantly streamlined so that review times can be				
Standards	Review	George Adams	220 some types of applications.	research.	further reduced.	Jan-16	May-16	To be determined	
					The supervisor of the Site Plan Review section will work with				
Project	Specialization		The Site Plan Review staff should update the Administratively	'	the site plan review team to update the Administratively				
Managers/	Land Use		Approved Site Plan Review flow chart to show only milestone	·	Approved Site Plan flow chart and make this updated				
Processes	Review	George Adams	221 steps.	Concur	document available to applicant's	Aug-15	May-16	None	N/A
			The Subdivision Review staff should create an updated						
			Administratively Approved Subdivision Review flow chart						
			that shows milestone steps in the approval process and		The supervisor of the Subdivision Review section will work				
Project	Specialization		include it as a visual aid in application packets or		with the subdivision review team to update the				
Managers/	Land Use		development guides to help users better understand these		Administratively Approved Subdivision Review flow chart and				]
Processes	Review	George Adams	222 processes.	Concur	make this updated document available to the applicant's.	Aug-15	Mar-16	None	N/A
1					The Subdivision and Site Plan supervisors will review the				
1					requirements for the normal distribution of plans, the				
					submittal checklist for Commission approved applications,				
					and discuss internal reviewer requirements with those				
					review groups; Subdivision and Site Plan supervisors will				
					review the future needs of documents with the				]
			The Site Plan Review and Subdivision Review staff should		implementation of the EPR (Electronic Plan Review).				
Project	Specialization		update submittal checklists for Commission approved		Subdivision and Site Plan supervisors will review and update				
Managers/	Land Use		applications to require the minimum number of documents		the distribution and submittal checklist for Commission				
Processes	Review	George Adams	223 necessary to facilitate review and action.	Concur	approved applications.	Dec-15	May-16	None	N/A
10003303	IVC AICAA	Ocorge Audins	223 necessary to racilitate review and action.	Concui	approved applications.	DEC-13	iviay-10	THOTIC	17/15

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						The Completeness Check process is currently undergoing					
						evaluation and changes are being implemented to improve					
						the process with goal of increasing the applicant's successful					
						completion of the process on initial submittal. The Land Use					
						Review Division Manager has established bi-monthly					
				L		meetings among staff participating in completeness check					
				The Managing Engineer should assign the Completeness		process and workgroups are being held to share information					
Project	Specialization			Check Review process to the Intake/Notification function so		to evaluate current processes and practices. The Intake					
Managers/	Land Use			that it is proactively managed, monitored and continuously		team has been assigned to oversee the completeness check					
Processes	Review	Andrew Linseisen	224	improved.	Concur	process.	May-16	Aug-1	6 None	N/A	1
				The Procedure Manual for all submittal processes should be							
Project	Specialization			updated to provide CSR's with step-by-step instruction on							
Managers/	Land Use			submittal processes, to facilitate training and raise overall		Development Services will update Procedure Manuals for all					
Processes	Review	George Adams	225	proficiency.	Concur	processes.	Oct-15	Oct-1	6 None	N/A	1
						The Completeness Check process has been identified as a key	'				
				The Completeness Check Review Process should be		workflow element in the Electronic Plan Review process;					
Project	Specialization			automated as soon as practicable through the AMANDA		AMANDA changes required to implement a full review					
Managers/	Land Use			system to allow for electronic submittal, payment and		process will be completed as part of the migration to					
Processes	Review	Andrew Linseisen	226	electronic review.	Concur	Electronic Plan Review.	Oct-15	Oct-1	6 To be determined	One-Time	1
						Subdivision and Site Plan supervisors will review the					
						requirements for applications and the normal distribution of					
				All Site Plan and Subdivision submittal checklists for Land Use		plans; Subdivision and Site Plan supervisors will review and					
				Review applications should be reviewed to determine		update the distribution and submittal checklist will be					
Project	Specialization			minimum submittal quantities and requirements and		updated and provided to the intake review team:					
Managers/	Land Use			updated accordingly so that they are an effective screening		Completeness checklists will be updated with specific					
Processes	Review	George Adams	227	tool for Intake staff.	Concur	minimum requirements for effective review.	Jun-1	Feb-1	6 None	N/A	1
						Managing Engineer, Development Services Finance Manager,					
						and the Intake Supervisor are currently working with					
						Development Services Information Technology staff and the					
						Communications and Technology Management Department					
						(CTM) to update AMANDA to correctly calculate all fees.					
				#228: The Managing Engineer should ensure that AMANDA is		Development Services Information Technology staff will					
				configured to calculate accurate review due dates.		update and enhance the workflow processes to properly					
				#229: Determine whether the AMANDA system contains		calculate review deadlines and fee assessments in AMANDA,					
	1			configuration errors that prevent accurate identification of		analyze fee calculation for standardization based on					
				reviewers in the Completeness Check Process or whether the		application, develop logic that drives automatic fee					
				issue stems from incomplete training and resolve the		calculation in AMANDA for online applications , analyze					
				problem accordingly.		AMANDA configuration for due date assignments and correct	:				
				#230: AMANDA should be configured to accurately calculate		as needed, ensure processes are assigned review disciplines					
	Specialization			all application fees, including annual increases and		based on application type, and provide training for					
	Land Use			surcharges and discounts. Online fee calculation and		intake/review staff for application auditing to ensure					
Technology	Review	Greg Hand		payment should be established as soon as practicable.	Concur	accuracy.	Jul-19	Dec-1	5 None	N/A	1
		,				The current AMANDA portal already provides online viewing	T	-		· ·	
						of case information, case status, and review status.					
	1			AMANDA should be configured so that customers can view		Development Services Information Technology staff will					
	Land Use			the reviewer comments in the system and assess whether		ensure the new portal will have similar case access					
Technology	Review	Greg Hand		the application has been deemed complete by discipline.	Concur	availability.	Complete	Complete	None	N/A	1
	1	0		I are the second of the second		1			1	1.4	

Seculation  Francisco						•				1		
Secialization Entire Comment Section Entire Comment Sect							transition to a shorter completeness check review timeframe after implementation of electronic plan review which reduces the need for external review partners to physically travel to One Texas Center to review applications;  DSD cannot support a 5 business day completeness check review for any application that requests a Chapter 245 review or any application that requests a Chapter 245 review as the Chapter 245 review as a prerequisite to the Completeness Check process and requires 3 to 5 business days to complete.  It should be noted that this recommendation may be in potential conflict with recommendation 219 which proposes					
The Completeness Click process is a lay wortflow element in Estronic Plan Review. Development services information 1 Specialization and Use 253 bits includes submittal requirements and deadlines 253 bits includes submittal requirements and deadlines 253 bits includes submittal requirements and deadlines 254 bits includes submittal requirements and deadlines 254 bits includes submittal requirements and deadlines 254 bits includes submittal requirements and deadlines 254 bits includes submittal requirements and deadlines 254 bits includes submittal requirements and deadlines 254 bits includes submittal requirements and deadlines 254 bits includes submittal requirements and deadlines 254 bits includes submittal requirements and deadlines 254 bits includes submittal requirements and deadlines 254 bits includes submittal requirements and deadlines 254 bits includes submittal requirements and deadlines 254 bits includes submittal requirements and deadlines 254 bits includes submittal requirements and deadlines and submitted and submitted and submitted and submitted and submittal appointments and deadlines requirements and submitted and su	Performance											
In Electronic Pain Review	Standards	Review	George Adams	232	days.	modifications	ensure that initial reviews are comprehensive and complete.	Oct-15	Oct-16	None	N/A	1
Specialization   the City and Travis Country (e.g., Interfocal Agreement, April 200) For Subdivision Relief (Fig. 2) Aug 15	Technology	Land Use	Greg Hand	233	completeness determination template by email to customers that includes submittal requirements and deadlines.		in Electronic Plan Review. Development Services Information Technology and Land Use staff will work to ensure that ProjectDox will be configured with a checklist to guide the applicant to ensure a submission is complete so the reviewers can validate the content and the system will notify	Aug-15	May-16	None	N/A	1
Performance Land Use Review George Adams  The Site Plan and Subdivision Review staff should update administrative checklists to require only the minimum paper administrative checklists and paper administrative checklists and paper administrative checklists to require only the minimum paper administrative checklists and paper administrative checklists and paper administrative checklists the compared to the checklists and paper administrative checkles processes. Aug 15 Cct-16 None N/		Enocialization										
Agreement and will approach Travis Country.  Agreement and will approach Travis Country.  Agreement and will approach Travis Country.  Agreement and will approach Travis Country.  Agreement and will approach Travis Country.  The Site Plan and Subdivision Review staff should update administrative checklists to require only the minimum paper receive physical plans only for the projects they need which will significantly reduce any excess copies. With the implementation of Electronic Plan Review, the submittal of Paper Copies and Subdivision Review staff should update administrative checklists to require only the minimum paper receive physical plans only for the projects they need which will significantly reduce any excess copies. With the implementation of Electronic Plan Review, the submittal of Paper Copies will be eliminated or significantly reduced.  Aug. 15 Feb-16 None N/A 1  The Site Plan and Subdivision Review staff should update administrative checklists to require only the minimum paper receive physical plans only for the projects they need which will significantly reduced.  Aug. 15 Feb-16 None N/A 1  The Site Plan and Subdivision Review staff should update administrative checklists to require only the minimum paper receive physical plans for the review produced.  Aug. 15 Feb-16 None N/A 1  The Site Plan and Subdivision Review staff should update administrative checklists to require minimum paper receive physical plans that can be accepted in new developments and plans that can be accepted in new developments and plans that can be accepted in new developments and plans that can be accepted in new developments and plans that can be accepted in new developments and plans that can be accepted in new developments and plans that can be accepted in new developments and plans that can be accepted in new developments and plans that can be accepted in new developments and plans that can be accepted in the plans that and plans that can be accepted in the plans the plan to the system of the plans that the plans tha	Performance					Concur with	The City of Austin will consider amending the Interlocal					
check forms and distribution sheets to ensure that they receive physical plans notly for the projects they administrative checklists to require only the minimum paper administrative checklists to require only the minimum paper administrative checklists to require only the minimum paper administrative checklists to require only the minimum paper administrative checklists to require only the minimum paper administrative checklists to require only the minimum paper administrative checklists to require only the minimum paper administrative checklists to require only the minimum paper administrative checklists to require only the minimum paper administrative checklists to require only the minimum paper administrative checklists to require only the minimum paper administrative checklists to require only the minimum paper administrative checklists to require only the minimum paper administrative checklists to require only the minimum paper administrative checklists to require only the minimum paper administrative checklists to require only the minimum paper administrative checklists to require only the minimum paper appointments and paper only in the requirements and paper the minimum paper administrative checklists of the minimum paper administrative checklists of the minimum paper administrative checklists of the minimum paper administrative checklists of the minimum paper administrative checklists of the minimum paper administrative checklists of the minimum paper administrative checklists of the minimum paper administrative checklists of the minimum paper administrative checklists of the minimum paper administrative checklists of the minimum paper administrative checklists of the minimum paper administrative checklists of the minimum paper administrative checklists of the minimum paper administrative checklists of the minimum paper administrative checklists of the minimum paper administrative checklists of the minimum paper administrative checklists of the minimum paper administrative checklists of the minimum pap	Standards		George Adams	234				Aug-15	Oct-16	None	N/A	1
plans that can be accepted in one day based on the current staffing of the Intake group. This limitation results in a customer wait period to obtain submittal appointments to bring plans into the system.  Based on current staffing levels, customers currently experience a one week wait for a new case submittal appointment for formal review.  Adding temporary or contract staff is not viewed as a feasible support measure as it generally takes approximately 1 year to be fully trained on the details of the Intake Specialist position. As an alternative the Development Services Department will allow use of overtime to address concern.  Adding the new permanent Customer Service Representative position requested in the fiscal Year 2016 budget will increase the number of appointments available for application submittal and will reduce the customer wait time for submittal and pointments.  Specialization Land Use  Add temporary or contract staff to remove the backlog for submittal of paper copies will be eliminated or significantly	Project Managers/ Processes	Land Use	George Adams	235	administrative checklists to require only the minimum paper	Concur	check forms and distribution sheets to ensure that they receive physical plans only for the projects they need which will significantly reduce any excess copies. With the implementation of Electronic Plan Review, the submittal of	Aug-15	Feb-16	None	N/A	1
position. As an alternative the Development Services Department will allow use of overtime to address concern.  Adding the new permanent Customer Service Representative position requested in the Fiscal Year 2016 budget will increase the number of appointments available for application submittal and will reduce the customer wait time for submittal appointments.  Specialization Land Use  Add temporary or contract staff to remove the backlog for  position. As an alternative the Development Services Department will allow use of overtime to address concern.  Adding the new permanent Customer Service Representative position requested in the Fiscal Year 2016 budget will increase the number of appointments available for application submittal and will reduce the customer wait time for submittal appointments.  With the implementation of Electronic Plan Review, the submittal of paper copies will be eliminated or significantly							plans that can be accepted in one day based on the current staffing of the Intake group. This limitation results in a customer wait period to obtain submittal appointments to bring plans into the system.  Based on current staffing levels, customers currently experience a one week wait for a new case submittal appointment for formal review.  Adding temporary or contract staff is not viewed as a feasible					
increase the number of appointments available for application submittal and will reduce the customer wait time for submittal appointments.  Specialization Land Use  Add temporary or contract staff to remove the backlog for submittal of paper copies will be eliminated or significantly							position. As an alternative the Development Services Department will allow use of overtime to address concern.					
Land Use Add temporary or contract staff to remove the backlog for submittal of paper copies will be eliminated or significantly							increase the number of appointments available for application submittal and will reduce the customer wait time for submittal appointments.					
		1 '			Add temporary or contract staff to remove the backlog for							
	Staffing		George Adams	236		Do Not Concur		N/A	N/A	See recommendation #199.	Operating	1

Project Specialization Managers/ Land Use Forcesses Review George Adams 237 receipt.  This item requires continue to explore technology improvements related to notices. Early notice should be provided within 3 days of application additional research.  The Land Development Code should be amended to either eliminate or establish more narrow criteria for invoking Appeals for time extensions to curtail its use as a tool to Processes Review George Adams 238 hinder application processing.  This item requires continue to explore technology improvements related to notices. Early notice of filing of an application is already sent research.  Development Services Department concurs with this request and recommends amending the Land Development Code to eliminate the appeal of extension of review time. Allow 365  Processes Review George Adams 238 hinder application processing.  Concur days for application review and approval.  Oct-15 Oct-16 None	1
Managers/ Land Use Review George Adams 237 receipt. Early notice should be provided within 3 days of application research. Before staff reviews plans. Jan-16 Aug-16 None  The Land Development Code should be amended to either eliminate or establish more narrow criteria for invoking Managers/ Land Use Appeals for time extensions to curtail its use as a tool to	1
Processes Review George Adams 237 receipt. research. before staff reviews plans. Jan-16 Aug-16 None  The Land Development Code should be amended to either eliminate or establish more narrow criteria for invoking Annagers/ Land Use Appeals for time extensions to curtail its use as a tool to eliminate the appeal of extension of review time. Allow 365	1
The Land Development Code should be amended to either Project Specialization eliminate or establish more narrow criteria for invoking and recommends amending the Land Development Code to Managers/ Land Use Appeals for time extensions to curtail its use as a tool to eliminate the appeal of extension of review time. Allow 365	1
Project Specialization eliminate or establish more narrow criteria for invoking and recommends amending the Land Development Code to Appeals for time extensions to curtail its use as a tool to eliminate the appeal of extension of review time. Allow 365	
Project Specialization eliminate or establish more narrow criteria for invoking and recommends amending the Land Development Code to Appeals for time extensions to curtail its use as a tool to eliminate the appeal of extension of review time. Allow 365	
Managers/ Land Use Appeals for time extensions to curtail its use as a tool to eliminate the appeal of extension of review time. Allow 365	
	N/A 1
Personal Programmer Oppinguist processing.	IN/A I
Site Plan staff coordinate the overall site plan review process which includes compiling comments from numerous reviewers outside of the Development Services Department (DSD). The recommendation does not define the meaning of a true "Project Manager" but it is presumed that this would entail some level of authority to direct staff who participate in the site plan process. This level of authority would require either direct or agreed upon supervisory authority and potentially additional staff resources to ensure an adequate number of project managers. In order for this to be successful consider creating a program for site plan and subdivision case managers authority to obtain timely review and resolution of conflicts from other departments and reviewers. Provide training and possible  This item certification opportunities. This recommendation will be	
Project Specialization The Site Plan staff should be empowered to act as "true requires explored as part of interdepartmental discussions regarding	
Managers/ Land Use Project Managers," on assigned Site Plan Review cases to additional whether DSD should take full responsibility for plan review	
Processes Review Andrew Linseisen 239 drive development review and processing. research. and inspection for all applications. Oct-15 Oct-16 None	1
Job descriptions and qualifications are defined by Corporate Human Resources Department (Corporate Har) and have Citywide implications if changes are made. The Land Use  This item Review (LUR) Division Manager has requested that Corporate Har undertake a full job classification and compensation study additional for the LUR Division and this is under consideration by  Processes Review Andrew Linseisen 240 Review the qualifications for site plan case managers. Corporate HR. See Recommendation 314 Oct-15 Oct-17 To be determined.	d 1
	-
Land Use Review (LUR) supervisors and managers will obtain input from internal and external customers on current staff reports content and format; LUR supervisor and managers will meet and discuss with the Communications and Technology Management Department on possible automated changes that can be included in the system (this may be rolled in with the Electronic Plan Review initiative); Changes to comment formats will be discussed with affected Commission members prior to implementation;  Specialization Managers/ Land Use Processes Review George Adams  Land Use Review (LUR) supervisors and managers will obtain input from internal and external customers on current staff reports content and format; LUR supervisors and managers will obtain input from internal and external customers on current staff reports content and format; LUR supervisors and managers will obtain input from internal and external customers on current staff reports content and format; LUR supervisors and managers will obtain input from internal and external customers on current staff reports content and format; LUR supervisors and managers will obtain input from internal and external customers on current staff reports content and format; LUR supervisors and managers will be discussed with the Communications and Technology Management Department on possible automated changes that can be included in the system (this may be rolled in with the Electronic Plan Review initiative); Changes to comment formats will be discussed with affected  Commission members prior to implementation; Simplification of the code will be required to fully streamline the review process and reduce the use of individualized written staff comments.  Oct-16 Mar-16 None	N/A 2
Land Use Review (LUR) managers and supervisors will continue working with the subdivision section of CodeNEXT to work towards allowing resubdivisions (under certain situations) to be approved administratively.  LUR managers and supervisors will meet and gather information with the Law Department regarding the process and any specific conflicts with the Local Government Code (State Law). LUR staff will participate in the code revision as	
The Land Development Code should be amended to allow re- Project Specialization Support this change through the code subdivision cases that are 4 lots or less that do not have Nanagers/ Land Use Variances, and meet certain criteria, to be approved additional administrative resubdivisions need to be fully vetted as part Processes Review George Adams 242 administratively by Subdivision Review Staff. research. of this proposed code change. Oct-16 Oct-17 None	

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Project Managers/ Processes	Specialization Land Use Review	George Adams	243	The City should amend the Land Development Code to allow certain Final Plats (e.g. final plats without preliminary plats, etc.), to be approved administratively by Subdivision Review staff.	Concur	Subdivision staff will continue working with CodeNEXT to allow more types of final plats (under certain situations) to be approved administratively, meet and gather information with the Law Department regarding the process and any specific conflicts with the Local Government Code (State Law) and follow the code revision through the CodeNext process until approval.	Oct-16	Oct-17	None	N/A	2
Project Managers/ Processes	Land Use Review - Site Plans	Andrew Linseisen	244	Site Plan applications should be consolidated into a single Master Application that is supplemented by detailed, up-to- date checklists for each application type.	Concur with modifications	All development applications are being consolidated and reformatted as part of the move to electronic plan review.	Apr-16	Sep-16	None	Operating	1
Project Managers/ Processes	Land Use Review - Site Plans	Andrew Linseisen	245	The Managing Engineer should consider publishing a Development Guide or Handbook that provides detailed explanations of the Site Plan, Subdivision Review and other processes, along with flowcharts to help clarify processes for users. The Guide should be available online and provide links to referenced code sections, where possible.	Concur with modifications	Development Services Department staff agrees that this would be a useful tool to provide to our applicant's; however, additional resources are required to complete this effort.	Mar-16	Dec-16	To be determined	Operating	2
Technology	Land Use Review - Site Plans	Andrew Linseisen	246	The Site Plan Section Manager should work with Communications and Technology Management Department (CTM) to configure AMANDA to collect and report on case load data by reviewer and the function as a whole on monthly and annual intervals, as well as Performance Standard data recommended by this Study.	Concur with modifications	Development Services Department Information Technology staff will continue working to create enhanced reporting utilizing Microstrategy in place of AMANDA reporting. Staff will conduct test on dashboards with Land Use Review and Plan review management.	Jan-16	Oct-16	None	N/A	1
Project Managers/ Processes	Land Use Review - Site Plans	George Adams	247	This function should re-institute an out card system for paper files.	Concur	Staff recommends re-adoption of the out card system for paper files and will move to adopt this as a standard policy for the division; We agree that this is an internal customer service need and that some files which are considered permanent should never be removed without an out card with the date and person's name shown.	Aug-15	Dec-15	None	N/A	1
Project Managers/ Processes	Land Use Review - Site Plans	George Adams		Training policies and procedures should be updated to reflect	Concur	Weekly site plan meetings are held where current code and policies are discussed; Site Plan Review Training Manual is updated on an ongoing basis; Review and updating of training manual will continue, items deemed to be outdated or no longer pertinent will be discarded or corrected.	Complete	Complete	None	N/A	
Technology	Land Use Review - Site Plans	Greg Hand		Alternative Equivalent Compliance/Development Assistance Center (DAC) data and case history layers in geographic information system (GIS) should be integrated into the AMANDA system.	Concur	A Development Services Geospatial Analyst will study how best to accomplish this as part of Electronic Plan Review.	Jan-16		None	N/A	2
Management/ Communication	Land Use Review - Site Plans	Andrew Linseisen	250	The Site Plan Review staff should simplify the "Commission Approved Site Plan Flow Chart" to show milestone steps and eliminate discussion boxes and include them as a visual aid in application packets to help users better understand the process.	Concur	Site plan review staff will analyze and simplify the Commission-approved Site Plan Flow Chart to show milestone steps as recommended.	Jun-15	Feb-16	None	N/A	2
Staffing	Land Use Review - Site Plans	Andrew Linseisen	251	Add one (1) planner to the site plan function.	Concur	The position is included in the FY2015-16 Proposed Budget.	Oct-15	Mar-16	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$55,919.	Operating	1
Staffing	Land Use Review - Site Plans	George Adams	252	A staffing model should be developed for the Site Plan Review function based on labor hours to determine appropriate staffing levels for the function and staff the function accordingly.	Concur	Site plan manager and secondary supervisors will analyze the site plan staff workload based on hours per case review, caseload (number of cases) per reviewer, and type of application reviewed to formulate a more complete analysis of the site plan team staffing requirements.  Due to the complexities of the Land Development Code it is	Oct-15	Mar-16	To be determined	Operating	1
Staffing	Land Use Review - Site Plans	Andrew Linseisen	253	Hire contract staff to help remove the Site Plan backlog.	Concur with modifications	not feasible to hire temporary staff to review permit applications. The Development Services Department will hire temporary administrative staff to assist the case manager with processing plans and paperwork and permit overtime as needed.	Oct-15	Mar-16	To be determined	N/A	1

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						Managers and staff will develop a strategy to remove the					
						backlog. Given the complexity of the process it may not be possible to solve this by only using consultants. Land Use					
						Review managers and staff will assess methods to improve					
						the overall performance and to remove any backlog of cases					
						due to late review; Managers will analyze relationships with					
	Land Use			Managers and staff need to develop a strategy to remove the	2	external review partners and present suggestions for					
Performance	Review - Site			backlog. Given the complexity of the process it may not be		improvement to Development Services Executive					
Standards	Plans	George Adams	254	possible to solve this by only using consultants.	Concur	management.	May-15	Jul-1	To be determined	N/A	1
						Lead Head Project (LUD) will exact to use district an exact to					
						Land Use Review (LUR) will continue division meeting presentations, where staff from different disciplines present					
						the key aspects of their reviews, the specific codes and					
						criteria applicable to their reviews to enhances collaboration					
						across LUR; DSD Land Use Review discipline weekly meetings					
						will continue to provide discipline-specific training, and					
				The Supervisor should conduct internal training sessions with	1	provide opportunities to bring cases and issues for training					
Project	Land Use			"Lead" Planner and staff on Site Plan Review processes,		and consistency among reviewers. DSD Land Use Review					
Managers/ Processes	Review - Site Plans	George Adams	255	related codes and research methods to raise competency levels and processing consistency.	Concur	supervisors and managers will continue to explore training opportunities for staff to increase efficiency and consistency.	Jun-15	Doc 11	None	N/A	4
Processes	Land Use	George Adams	255	levels and processing consistency.	Concur	opportunities for staff to increase efficiency and consistency.	Jun-13	Dec-1	None	N/A	1
Project	Review -			The Subdivision Review staff should update the Subdivision		The Subdivision supervisor and staff will analyze and update					
Managers/	Subdivision			Review process Flow chart to show the current steps		the subdivision review process flow chart to indicate current					
Processes	Review	George Adams	256	involved in the review process.	Concur	milestone steps in the review process.	Jun-15	Feb-1	None	N/A	1
	Land Use										
	Review -			The Coordinator should confirm the need for a drafting table		Development Services is transitioning to electronic plan					
None listed	Subdivision Review	Andrew Linseisen	257	during the interim period of transitioning to electronic review.	Concur	review. The drafting table would be used for a few months at most.	Complete	Complete	None		1
None listed	IVEALERA	Andrew Linselsen	237	leview.	Concu	most.	Complete	Complete	None		
						Division Manager of Land Use Review (LUR) has requested					
						Adobe Acrobat Professional for all review and technical staff					
						in the division to as a tool for administering and managing					
						the flow of electronic documents from our applicant's.					
	Land Use Review -					Development Services Information Technology staff will continue to work with the Communications and Technology					
	Subdivision			The Coordinator should confirm the need for Adobe Reader	Concur with	Management Department to purchase and install full Adobe					
Technology	Review	Andrew Linseisen	258	software and budget for accordingly.	modifications	Acrobat Professional for all LUR staff.	Jan-16	Mar-1	To be determined	One-Time	1
				3 3,							
						The Coordinator should update the Subdivision Policy and					
						Procedures Manual so that it can be used as a training tool					
						and reference guide and include clear policies on					
	Land Use			The Coordinator should undate the Subdivision BRA4 on that	+	telecommuting and customer service expectations including					
Project	Review -			The Coordinator should update the Subdivision PPM so that i can be used as a training tool and reference guide and	4	return phone and email policies. The Subdivision supervisor will continue to update the Subdivision policy and procedure					
Managers/	Subdivision			include clear policies on telecommuting and customer service	2	manual on an ongoing basis to maintain and accurate record					
Processes	Review	George Adams	259	expectations including return phone and email policies.	Concur	of current policies and procedures.	Jun-15	Feb-1	None	N/A	1
	Land Use										
	Review -								The funding for this recommendation has been		
Chaffina	Subdivision	Andrew Linesis	200	Increase stoffing for a hidinisians by one ample	Comercia	The position is included in the EV2015 16 Dear and Burlant	Oct-15	Ma: 4	included in the FY2015-16 Proposed Budget. The		4
Staffing	Review	Andrew Linseisen	260	Increase staffing for subdivisions by one employee.	Concur	The position is included in the FY2015-16 Proposed Budget.  Development Services Information Technology staff will	Oct-15	iviar-16	estimated cost for this request is \$106,736.	Operating	1
						continue working with Land Use Review Division Manager					
	Land Use					and the Communications and Technology Management					
	Review -					Department to modify AMANDA to accurately track the					
	Subdivision			Variance and waiver data bases should be integrated into the		review and approval of all variances and waivers to code and					
Technology	Review	Andrew Linseisen	261	AMANDA system.	Concur	criteria.	Jun-15	Dec-1	To be determined	One-Time	2
						In order to enhance application to track and report data,					
				The City Arborist should work with Communications and		Development Services Information Technology staff will update and enhance the workflow processes and data					
	Tree Process:			Technology Management Department (CTM) to configure		collection in AMANDA and create Microstrategy dashboards					
	Arborist/Urban			AMANDA to collect activity data and generate monthly and		to improve management's ability to monitor activities and					
Technology	Forestry	Greg Hand	262	annual reports.	Concur	timelines.	Jul-15	Dec-1	None	N/A	2

received from the company of the com			1			1	T	1	1	T	1	1
And present of the control of the co	Droject	Troo Brocoss:					The Brogram Manager will proposed standardized policy and					
The Process  The P					The Program Manager should establish formal	Concur with						
The Protects According to the Protects Accor			George Adams	263				Oct-16	Dec-1	6 None	N/A	2
Advantagement of Medicial Children  Westing Comparison  Advantagement of Medicial Children  Westing Comparison  Advantagement of Medicial Children  Westing Comparison  Advantagement of Medicial Children  Westing Comparison  Advantagement of Medicial Children  Westing Comparison  Advantagement of Medicial Children  Westing Comparison  Advantagement of Medicial Children  Westing Comparison  Advantagement of Medicial Children  Westing Comparison  Advantagement of Medicial Children  Westing Comparison  Advantagement of Medicial Children  Westing Comparison  Advantagement of Medicial Children  Westing Comparison  Westing Comparison  Westing Children  Westing Comparison  Westing Children  Westing Comparison  Westing Children  Westing Comparison  Westing Children			deorge / tdums		policies/procedures for the management.	mounications	Australia de Seria de Seria fonomen.	00.10	. 5001	None	,,,	_
The Process of Process of Transport Continues of Continue	Managers/				All recurring meetings held for the tree function should	Concur with	The tree team has Instituted many of the recommendations					
USUS agree that the recognition rate can be improved and purposed and	Processes		George Adams	264	include items listed above.	modifications	and will assess remaining recommendations for inclusion.	Jun-15	Mar-1	6 None	N/A	1
USUS agree that the recognition rate can be improved and purposed and												
support crastors of a large conference cone excessible from the lichter can be an excessible from the lichter can be an excessible from the lichter can be an excessible from the conference with the lichter can be excessed that the first control where the first control was an excessible from the conference with the lichter can be excessed that the first control where the first control was an excessible from the conference with the lichter can be excessed that the first control where the first control was and							Management within the Development Services Department					
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Tree Process: Arbors/CVDan Andrew Linesien The City should consider reconfiguring the Fourth Floor Tree Process: Arbors/CVDan Andrew Linesien The City should consider reconfiguring the Fourth Floor Tree Process: Arbors/CVDan Andrew Linesien The City should consider reconfiguring the Fourth Floor Tree Process: Arbors/CVDan Andrew Linesien The City should consider reconfiguring the Fourth Floor The Fourth Floor The F							appointments for most staff in the Division and works from					
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And or forestry And revurseless of the forest point for the forest point for the forest point of the Lift and forest point of the Li		Troo Brosses					The effort to improve the recentionist space should be			The funding for this recommendation has been		
fore listed of constry Andrew Linusises 26 reception area. modifications within DSD. Dct.15 Mar.16 estimated cost for this request is \$200,000.  Following the consolidation of the Urban Forestry Unit within the Development Services Department (DSD) in October of the Development Services Department (DSD) in October Development Services Department (DSD) in October Development Services Department (DSD) in October Development Services Development Services Development Services D					The City should consider reconfiguring the Fourth Floor	Concur with						
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ommunication   Permit Center   Cande Coward   270   communication.   Concur   Center.   Oct-15   Feb-16   None   N/A	Management/	1			confirm that each staff member has received the							
	Communication	Permit Center	Cande Coward	270	communication.	Concur	Center.	Oct-15	Feb-1	6 None	N/A	1

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			The Residential Review Division Manager needs to schedule		Regular meetings between supervisors in Plan Review and					
Management/			weekly meetings with the Permit Center Supervisor to		the Permit Center will be scheduled as well as regular					
Communication	Permit Center	Carl Wren	271 improve communications regarding issues facing the group.	Concur	meetings between sections of the division.	Complete	Complete	None	N/A	1
			The Assistant Director should work with Human Resources to		The Human Resources Manager will work with the					
			provide management training for the Supervisor and		appropriate management team to identify, develop, and					
Management/			Manager overseeing the Permit Center Operations to help		schedule leadership skill development training and learning					_
Communication	Permit Center	John Beasley	272 them provide enhanced leadership for their groups.	Concur	opportunities for the Permit Center supervisors.	Oct-15	Jan-16	None	N/A	1
				This item	Current performance measures will be evaluated against					
			Management should review and revise the information on	requires	workload and customer expectations. Permit Center					
Performance Standards	Permit Center	Cande Coward	the Permit Center Performance Measures Table to reflect a 273 more realistic projection of staff's future performance.	additional research.	Management will explore changing performance measures to accurately reflect what is being performed.	Dec-15	May-16	None		1
Standards	remit center	Cande Coward	273 more realistic projection of start's future performance.	research.	accurately renect what is being performed.	Dec-13	iviay-10	None		
			The Director should require that projected activity levels be		Quarterly activity projections from Staff Review will be					
Performance Standards	Permit Center	Carl Wren	updated quarterly and that any staffing adjustments be 274 based on up-to-date activity level projections.	Concur	required as well as available data and current report formats	Jun-15	Sep-15	None		1
Standards	Permit Center	Cari wren	274 based on up-to-date activity level projections.	Concur	for adequacy and develop revised reporting procedures.	Juli-15	3ep-15	none	+	1
					The Permit Review Specialist positions will be requested in				[ ]	
					the Fiscal Year 2016-17 budget. The Development Services				[ ]	
					Department (DSD) will work towards implementing online permit applications in Fiscal Year 2016, which will reduce the					
			The Permit Center should add a minimum of 3.0 Permit		workload for the Permit Center staff. The use of technology			The funding for this recommendation will be		
			Review Specialists positions or consultants to provide		may result in a decrease in the final number of Permit			included in the FY2016-17 Proposed Budget. The		
Staffing	Permit Center	Carl Wren	275 sufficient capacity to handle the existing workload.	Concur	Review Specialist positions required.	Apr-16	Sep-16	estimated cost for this request is \$145,705.	Ongoing	1
			The Job Description for the Permit Review Specialist should		In coordination with appropriate managers and executives,					
			be modified to include a requirement to possess certification		available certification options and expenses will be explored.					
Ch-ffin	D	Labor Bassalan	as a Permit Technician from the International Code Council	C	The FY2015-16 Proposed Budget includes \$30,000 for staff	1 4.0	14 16	To be determined		
Staffing	Permit Center	John Beasley	276 (ICC).	Concur	certifications across the Development Services Department.	Jan-16	May-16	To be determined	N/A	1
			The Permit Center Manager and Supervisor must establish a		Procedures and a program for training staff will be developed					
Performance			weekly in-house training program that focuses on consistent		including written procedures for processes related to				1.	
Standards	Permit Center	Cande Coward	277 application of approved permit processing procedures.	Concur	issuance of permits.	Oct-15	Jan-16	None	N/A	1
			The Director should avoid the use of temporary positions to		Temporaries have been employed to assist with the large					
			staff the highly visible Permit Center Reception Desk and		volume of activity. Permanent positions will be requested for					
Staffing	Permit Center	Cande Coward	278 assign receptionist duties to fully qualified individuals.	Concur	the FY2016-17 Budget.	Apr-16	Jul-16	To be determined	N/A	1
			The Permit Center Manager should develop a comprehensive		Procedures and a program for training staff will be developed					
			training program for new employees and assign a qualified		including written procedures for processes related to					
Staffing	Permit Center	Cande Coward	279 staff position to oversee the new employee training.	Concur	issuance of permits.	Oct-15	May-16	None	N/A	1
					Manager will develop procedures and/or processes For				[ ]	
					auditing permits issued. This will also require the				[ ]	
			The Descrit Contact Concention of the cold and black and		development of a process for selection of permits for				[ ]	
			The Permit Center Supervisor should establish an employee audit program to confirm that established performance		auditing purposes, checking quality against procedures to be developed for staff training and use, and establishing the				[ ]	
			expectations are being met. The results should be		criteria for quality assurance testing that will include random				[ ]	
	L		incorporated into the employee's periodic performance		sampling of completed permit center cases for completeness,				[	
Staffing	Permit Center	Cande Coward	280 evaluations.  Upon implementation of the online permit and payment	Concur	accuracy and service delivery.  Escrow accounts will be closed as soon as online payment	Oct-16	Jan-17	None	N/A	2
			system for trade permits the Department should		and permit processes can be managed in AMANDA.				[ ]	
			immediately begin phasing out the current escrow account		Remaining balances in the existing escrow account will be				[ ]	
Finance	Permit Center	Meredith Quick	281 process.	Concur	refunded back to the customer.	Oct-16	Dec-16	None	N/A	2
					Manager will reassess staff assignments based on technology				[ ]	
					improvements. The assessment will also require working				[ ]	
			The Permit Center Manager should evaluate the need to		with Development Services Information Technology and				1	
Management/ Communication	Permit Center	Cande Coward	reassign staff from the permit by fax function once the online 282 permit systems has been implemented.	Concur	Communication and Technology Department staffs to automate current fax permit process online.	Jan-16	Mar-16	None	N/A	າ
Communication	r crimic center	Cande Coward	202 permit systems has been implemented.	Concui	automate current lax permit process online.	Jan-10	iviai-10	None	14/74	

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Technology	Permit Center	Greg Hand		The Department needs to use technology to develop a comprehensive system to identify and track the location of all plans and documents.	Concur	Development Services Information Technology staff will meet with the department's Record Analyst to determine the technology needs and support required for implementing document management functions and develop a project plan to submit to Office of City Clerk and Communication and Technology Management Department for the Electronic Document and Imaging Management (EDIMS) system.	Oct-16	Jan-17 To be determined	N/A	2
				The existing Business Solutions Center should be relocated to		The Managers of the Business Solution Center have agreed to allow the Permit Center to expand into the area to share the space. In this regard, small businesse coming to the Permit Center can also be assisted with small business needed. The		The funding for this recommendation has been		
				make room for an expanded Permit Center counter and/or		design of the layout of an expanded permit center will take		included in the FY2015-16 Proposed Budget. The		
None listed	Permit Center	Melissa Martinez	284	waiting room as well as other Permit Center improvements.	Concur	place. The Manager will create a Permit Center policies and	Oct-15	Dec-15 estimated cost for this request is \$200,000	One-Time	1
Project Managers/ Processes	Permit Center	Cande Coward	285	The Permit Center Manager should work with Department level staff to create and maintain a comprehensive Policy and Procedures Manual for staff use.	Concur	procedures manual. Formal documentation of processes currently in use will be written into the manual. This effort has already begun and is reflected in staff Success Strategy Performance Reviews.	Dec-15	Mar-16 None	N/A	1
None listed	Residential Plan Review	Melissa Martinez and Carl Wren		#286: The workspaces provided for the plan review staff must be of sufficient size to accommodate the placement of multiple sets of open plans or be configured to accommodate electronic plan reviews. #287: A group of small conference rooms should be constructed in the second floor to facilitate small group meetings with staff and customers.	Concur	Reconfigure employee workspace and construction new conference rooms Development Services will coordinate with building management to reconfigure residential review to enhance the customer service experience and employee working environment	Jan-16	#287: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$50,000.  #287: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is Sep-16 \$250,000.	One-Time	1
None iisted	i idii ileview	and can wien		meetings with stan and customers.	Concui		3411 20	30,000	one time	
Performance Standards	Residential Plan Review	Carl Wren	288	The Department should adopt the performance standards in the table above for Residential Plan Review turnaround times.	Concur with modifications	Adopting new Plan Review periods will require evaluation of the plan review turnaround in light of complexity of the review and recommend revisions to the Land Development Code (LDC) Section 25-11-63 as appropriate.	Aug-15	May-16 None		1
Performance Standards	Residential Plan Review	Carl Wren		The information provided in the Residential Review Performance Measures Table should be expanded to include relationships between activity levels and available staffing.	Concur	Management will develop new performance measures to track employee productivity and total workload for use in projecting possible staffing needs.	Oct-15	May-16 None		1
Project Managers/ Processes	Residential Plan Review	Carl Wren	291	A formal policy needs to be written to formally establish the Project Manager Program and any existing Memos of Understanding need to be updated and distributed to staff.  The Residential Plan Review Division should report counter	This item requires additional research.	The potential scope of new duties and explore adequacy of compensation to add project management as an assigned duty will be researched. The FY2015-16 Proposed Budget includes funding for reclassing positions within the Residential Plan Review section. If the review and rewrite of the position descriptions and salary ranges can be expanded to include this duty, the Assistant Director will strive to include it.  This recommendation will be further explored with Zucker and Associates to determine whether this recommendation is limited to technical review plans examiners only. If a project management responsibility is implemented, an increase in pay for this duty may be appropriate for the increase in responsibility. There have been complications with "project manager" model in Land Use Review. The project manager (called Case Manager) coordinates meetings and fields phone calls, but does not supervise other reviewers/disciplines.  Applications to track and report counter wait times for each major category of service provided will be enhanced.  Development Service Information Technology staff will create Microstrategy dashboards to improve management's	Oct-15	The funding for this recommendation is included in the FY2015-16 Proposed Budget. The May-16 estimated cost for this request is \$101,000.		1
Technology	Residential Plan Review	Carl Wren/ Greg Hand	292	wait times based on a 90% achievement standard for each major category of service provided.	Concur	tracking of performance and reporting with regard to counter wait times.	Nov-15	Mar-16 None	N/A	1

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Technology	Residential Plan Review	John McDonald	Counter staff should be more specific in identifying the 293 purpose of a customer's visit to the Department.	This item requires additional research.	The recommendation stems from the programming used in the Customer Wait System. A drop down menu is used to select the purpose of a customer's visit. The Plan Review staff will work with the Information Technology staff to identify and implement programming changes.	Nov-15	Mar-16	None		1
Staffing	Residential Plan Review	Carl Wren	When sufficient data has been collected to validate workload units then the Manager should compare total workload against available staff capacity for the purpose of 295 establishing appropriate staffing levels.	Concur	Manager will work with Development Services Information Technology staff and the Communications and Technology Management Department to determine if future AMANDA programming changes provide data appropriate for analyzing workload capacity.	Oct-16	May-17	None	N/A	2
Performance Standards	Residential Plan Review	Carl Wren	The Department should hire qualified contract plan review staff to help eliminate plan review backlog and to provide relief for staff to concentrate on enhancing their code 296 knowledge so they can expand the scope of their reviews.	Concur with modifications	Development Services Department (DSD) staff uses overtime and hiring temporary plan review staff to address backlog. The use of contract plan review staff will be explored and may be implemented as well. Additionally, DSD staff will recommend revisions to Land Development Code 25-11-63 to increase turnaround for single family home additions from 2 calendar days to 5 work days. The current time allotted is impractical to meet given that calendar days are the measurement. Currently, plans submitted on a Friday will be late on Monday due to calendar days being used as the measurement. And, because of the complex nature of "McMansion" and Neighborhood Conservation Combining District (NCCD) review requirements, which apply to additions and new construction, five workdays is optimal.	Oct-15	Mar-16	The funding for this recommendation will be included in the FY2016-17 Proposed Budget. The estimated cost for this request is \$50,000.	Ongoing	1
Management/ Communication	Residential Plan Review	Carl Wren	The Residential Technical Plan Review group should be 297 reassigned to report through the Chief Plans Examiner.	Concur with modifications	As part of the effort to develop a plans examiner career progression, the Assistant Director will evaluate the chain of command to optimize the organizational structure.	Jan-16	May-16	None		1
Management/	Residential Plan Review	Carl Wren	Implementing a more comprehensive residential technical plan review program should be accompanied by an expander 298 staff training program.	d Concur	Training for Residential Review Staff on new changes to the Land Development Code (LDC) and Neighborhood Plans will be developed and scheduled. When Current Planning develops new neighborhood plans or makes changes in the LDC that impact residential development, produce and present training on the changes to impacted residential review staff.	Oct-15	May-16	None	N/A	1
Management/ Communication	Residential Plan Review	Matt Lewis and Carl Wren	The Residential Review Planners should conduct periodic 299 joint training sections with staff from Current Planning.	Concur with modifications	When the Planning and Zoning Department develops new neighborhood plans or makes changes in the Land Development Code that impact residential development, staff will produce and present training on the changes to impacted residential review staff.	Aug-15	Jan-16		N/A	1
Management/ Communication	Residential Plan Review	Greg Hand	Employees should be surveyed to determine what additional computer training should be provided to enhance the 300 Department's performance.	Concur with modifications	The Development Services Information Technology staff will develop and issue a survey to all department employees. Based on the results, training will be provided to staff for department specific applications and external training opportunities will be identified for general use applications. This survey will be conducted at least annually.	Oct-15	Dec-15	None	N/A	1
Management/ Communication	Residential Plan Review	John McDonald	The supervisors for the zoning reviewers and technical building code reviewers should implement a comprehensive audit program to confirm that high quality services are being 301 consistently being provided.	Concur	Manager will conduct periodic audits and develop formal checklists, use checklists to audit completed plan reviews by staff. Criteria will be established for quality assurance testing that will include random sampling of completed Residential Review cases for completeness, accuracy and service delivery.	Oct-16	May-17	None	N/A	2
Management/ Communication	Residential Plan Review	Jerry Rusthoven and Carl Wren	Management in Current Planning Section of the Planning and Zoning Department and Residential Review Section of the Development Services Department need to create a communication process that ensures appropriate staff are notified of potential code changes that will affect their operation prior to implementation.	Concur	Staff will establish a recurring meeting schedule in Outlook to communicate current and planned code changes affecting residential review and permitting.	Jul-15	May-16	None	N/A	1

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Technology	Residential Plan Review	Greg Hand	The planners providing customer consultations should record a short summary of their meeting with the customer in the AMANDA system for future staff reference. Management should audit these summaries to assure that they are being 303 properly recorded.	Concur	Development Services Information Technology staff will meet with Division Manager to discuss using the AMANDA comments section to record notes from customer meetings.	Sep-15	Jan-16	To be determined	N/A	1
Management/ Communication	Residential Plan Review	Carl Wren and Jose Roig	The Building Official should direct staff to create a ride-along program that allows each plans examiner to periodically accompany an inspector in the field.	Concur	Management will create a formal "Ride-Along" program for plan review staff to accompany inspections personnel to visualize field conditions and compare them with approved plans.	Oct-15	May-16	None	N/A	1
Project Managers/ Processes	Residential Plan Review	Carl Wren and Jose Roig	The Residential and Commercial Plan Review Coordinators needs to work with the staff from Austin Code to develop a process to identify expired permits in the AMANDA system 305 that have outstanding life safety issues.	Concur	Staff will work with Development Services Information Technology team and Austin Code Department to determine whether existing data in AMANDA can be used to determine life safety implications of expired permits.	Oct-16	May-17	None	N/A	2
Staffing	Residential Plan Review	Carl Wren	The overall scope of residential plan reviews needs to be expanded and Plans Examiners need to be certified to 306 perform residential plan review.	Concur	New position descriptions will be developed with graduated classifications based on increasing skills and qualifications. Restart position classification study with assistance from Development Services Human Resources Division and the Corporate Human Resources Department.	Oct-16	May-17		N/A	
Performance Standards	Residential Plan Review	John McDonald	The Building Official should direct the Residential Services Manager to implement a comprehensive audit program for the work performed by the Zoning Plan Review and Technical 307 Plan Review staff.	Concur	This recommendation is similar to #301. Manager will develop formal checklists, use checklists to audit completed plan reviews by staff.	Sep-16	, May-16		N/A	1
Performance Standards	Residential Plan Review	John McDonald	The work performed by the intake staff should be audited periodically to confirm completeness checks are 308 comprehensive and consistent.	Concur	Periodic audits of work by the intake staff will be conducted. This step will require the development of formal procedures to audit completed intake documentation by staff.	Oct-16	May-17	None	N/A	2
Management/ Communication	Residential Plan Review	John McDonald	Express Plan Reviews should not be assigned to senior level 309 Plans Examiners.	Concur	The current practice is that Express Plan Reviews are not assigned to senior level Plans Examiners, but rather, Express Plan Reviews are assigned to a Planner I.	Complete	Complete	None		2
Project Managers/ Processes	Residential Plan Review	John McDonald	The Residential Review Section should prepare a very simplistic flow chart as an introduction to the more detailed 310 requirements of the permit submittal process.	Concur	A simplified flow chart with clearly stated notes on limitations will be created for customers who are not design professionals. The staff will need to determine how much information on such a chart is essential for the customer's success.	Sep-16	May-16	None	N/A	1
Technology	Residential Plan Review	John McDonald	Staff from the Residential Intake counter should work with Plans Examiners to confirm all required information has been entered into AMANDA and there are no outstanding expired permits for the property before they advise the applicant that their permit application is ready to be issued.	Concur	Development Services Information Technology Staff will work with the Permit Center Manager to ensure that plan review staff know what information is required for permits to be issued and ensure that staff enter required information.	Jul-15	Dec-15	None	N/A	1
Technology	Residential Plan Review	Greg Hand	The Department should purchase a sufficient number of appropriately rated scanning machines as necessary to avoid 312 wasted staff time due to breakdowns and backlogs.	Do Not Concur	Scanning machines are not be needed because Development Services is imminently transitioning to electronic plan review. If needed, the department will accommodate applicants who do not have access to computerized design capabilities.	N/A	N/A	None		1
Project Managers/ Processes	Residential Plan Review	John McDonald and Jerry Rusthoven	The Director should instruct management staff to prepare a comprehensive Zoning Interpretations Manual which should 313 be available to both staff and the public.	Concur	Management will develop a Zoning Manual for use by Planning and Zoning and Development Services personnel and the public.	Jan-16	May-16	None	N/A	1
Management/ Communication	Site and Subdivision Inspection	Ruben Cantu	Site & Subdivision Inspections and LU Division Managers should meet on a regular schedule, at least bi-weekly, to share information and review projects in progress, pending approved projects, and feedback from both design and 314 inspection.	Concur	The Site and Subdivision Inspections Division Manager will coordinate with Land Use Review Manager to set up weekly meetings via Outlook.	Aug-15	Sep-15	None	N/A	1
Performance Standards	Site and Subdivision Inspection	Ruben Cantu	Site & Subdivision Inspections and LU Division Managers should develop a special notice system utilizing AMANDA and listing pending projects and their scope that are scheduled 315 for approval and permits within the next 30-45 days.	Concur	Develop Notice of Upcoming Land Use Projects. The manager will set up a system in AMANDA whereby the Division Manager or other appointed personnel will review periodically to manage workload.	Oct-15	May-16	None	N/A	1

	П			Add an additional Professional Engineer (Engineer C) position	1	I	1	1		1
	Site and			5 , 5 , ,		Reclassify position in Site/Sub Inspections . The Human				
	Subdivision			to replace the previously vacated position as shown on the proposed organization chart , Figure 39 seen later in this	Concur with	Resources Manager will meet with executive team to discuss				
	Inspection	John Beasley		chapter.	modifications	feasibility. Position could be reclassified depending on need.	Feb-16		To be determined	N/A
Staffing	inspection	John Beasley	310	chapter.	modifications	leasibility. Position could be reclassified depending on need.	Fe0-10	Apr-1	To be determined	IN/A
				The supervisors for ROW (Right-of-Way) Excavation, and for						
				previously designated tap inspections which we will, for						
				purposes of this report, call the excavation inspection group,						
	Site and			should report to the Professional Engineer (Engineer C)		The Human Resources Manager will meet with executive				
Management/	Subdivision			recommended above and shown on the recommended	Concur with	team to discuss feasibility of realigning the Right of Way				
	Inspection	John Beasley	217	revised organization chart, Figure 39.	modifications	excavation inspectors to proposed Engineer C position .	Feb-16	Apr-1	To be determined	N/A
Sommunication	шзресноп	Joint Beasiey	317	revised organization chart, rigure 39.	inodincations	Create a process for factoring reasonable workload	160-10	Apr-1	o to be determined	IN/A
				The Division Manager should review the workload and time		evaluation. The Division Manager will work with				
				allocation for the Excavation and ROW inspection group to		Development Services Information Technology staff and				
	Site and			determine if there is sufficient staff to complete all		Human Resources to develop an objective workload analysis				
	Subdivision			inspections in a timely and complete manner taking the		methodology. This process is at its early stage and will be fine				
Staffing	Inspection	Ruben Cantu	318	Google program into account.	Concur	tuned as recommended.	Oct-15	May-1	None	N/A
,turring	тэрссион	Nuberi Cuntu	310	doogle program into account.	Concu	tuned as recommended.	000 10	ividy 1	None	N/A
				The environmental inspection group (EV) management and	I	Evaluate Current Site and Subdivision organization and				
	Site and			supervision should be more closely integrated with the	1	structure. The Division Manager will schedule and conduct				
	Subdivision			overall management of the Site & Subdivision Inspections	1	regular staff meetings and ensure participation by both Right				
-	Inspection	Ruben Cantu		division.	Concur	of Way and Environmental managers and supervisors.	Aug-15	May-1	5 None	N/A
	эрсскоп		313		-51.00.	z, za z.m.o.m.enca managera ana supervisors.	Aug 1	ividy-1		
	Site and				I	Add Administrative Senior position to Site and Subdivision			The funding for this recommendation will be	
	Subdivision			Add an "Administrative Supervisor" position to report to and	I	Inspections The position will be requested as part of the			included in the FY2016-17 Proposed Budget. The	.
Staffing	Inspection	John Beasley	320	assist the Division Manager.	Concur	Fiscal Year 2017 budget process.	Jan-16	Apr-1	sestimated cost for this request is \$48,568.	Ongoing
			323		I		3010	, .p. 1		- 30
	Site and					The Human Resources Manager will meet with the Site and				
	Subdivision			EV Admin specialist report to the Administrative Supervisor		Subdivision Manager to discuss realignment of the				
Communication	Inspection	John Beasley	321	position recommended above.	Concur	Administrative Supervisor position contingent upon funding .	Feb-16	Apr-1	None	N/A
				F						177.
				The division manager should delegate increased levels of						
	Site and			technical decision making authority to the key supervisors in						
	Subdivision			Site & Subdivision Inspections while increasing his focus on		The Division Manager will increase the delegation of duties				
	Inspection	Ruben Cantu		the management of the entire division.	Concur	to existing supervisors in Site and Subdivision Inspections.	Sep-15	May-1	None	N/A
2011111411114111111	mspection	naben canta		the management of the entire division.	concai	This process will begin and will be followed as soon as the	5cp 10	11107 1	None	1.97.
				The direct report management team for the Site &		other positions recommended in this report are approved				
				Subdivision Inspections Division, reporting to the Division		and budgeted. Excellent recommendation and Division				
				Manager, should include the following: EV Program Manager;		Manager will establish the policies that will define this				
				Administrative Supervisor; 2-Professional Engineers; and the		reporting chart with assistance of the Human Resources				
	Site and			Intake and Acceptance group supervisor (Inspector "C") for a		Manager and Development Services Information Technology				
	Subdivision			total direct report management team of 5 staff as shown on		Manager when positions identified as needed in this report				
Communication	Inspection	Ruben Cantu	323	the recommended revised organization chart Figure 39.	Concur	are approved.	Jan-17	May-1	None	N/A
	.,				1		1	, 2		T .
				The Site & Subdivision Inspections manager should confirm	1	The Division Manager and Development Services Information				
Project	Site and			that all incoming work requests and all calls for inspection for		Technology Manager will set up a process for AMANDA				
*	Subdivision			both EV and all infrastructure including R/W excavation are	I	generated inspections to be assigned through the Site and				
	Inspection	Ruben Cantu		focused thru the Intake and Acceptance work group.	Concur	Subdivision Inspection Intake and Acceptance Group.	Jan-16	May-1	None	N/A
						F		· / -		<u> </u>
	Site and			The incoming work group should be shown at a "staff level"	I	The current Intake and Acceptance Group already reports to				
	Subdivision			position as shown on the recommended revised organization	I	the Division Manager. After the duties are expanded, this				
Communication	Inspection	Ruben Cantu	325	chart, Figure 39.	Concur	group will continue to report to the Division Manager.	Complete	Complete	None	N/A
						Due to recent improvements in technology and the prices for	1			<u> </u>
					I	technology services, there may be other options to				
				Site & Subdivision Inspections Division management team	This item	maintaining multiple office locations. Development Services				
	Site and			should evaluate whether or not it is beneficial to continue its	requires	Department will research the various options that may be				
	Subdivision			operations from three separate offices compared to single	additional	available to reduce the number of offices and the costs to				
None listed	Inspection	Ruben Cantu		office reporting location for the entire staff.	research.	maintain them.	Jul-15	May-1	To be determined	
				-				, , , , , , , , , , , , , , , , , , ,		
I.	1				1	Consolidation of Site and Subdivision Inspection (SSI) Offices				
1					1			1		1 1
						Is not currently planned. Due to recent improvements in				
				Concurrently with the recommended processes to relocate		Is not currently planned. Due to recent improvements in technology and the prices for technology services, there may				
				Concurrently with the recommended processes to relocate Planning and Development Review Department (PDRD) to a						
	Site and					technology and the prices for technology services, there may				
	Site and Subdivision			Planning and Development Review Department (PDRD) to a	Concur with	technology and the prices for technology services, there may be other options to maintaining multiple office locations.				

_	City and	1			1	The second will be second for second size and size and	1				
Managament /	Site and			Cita 9 Cub division Inspections staff massings should include		An agenda will be prepared for every meeting and minutes					
Management/ Communication	Subdivision Inspection	Ruben Cantu	220	Site & Subdivision Inspections staff meetings should include items outlined above.	Concur	will be recorded. A system will be established for assigning training duties.	Jul-15	May 10	None	N/A	1
Communication	Inspection	Ruben Cantu	328	items outlined above.	Concur	training duties.	Jul-15	May-16	None	N/A	1
	Site and			The Site & Subdivision Inspections division should conduct a		The process of scheduling quarterly division wide staff					
Management/	Subdivision			division wide or "all staff" meetings on a quarterly schedule		meetings will be restarted. Reserve adequate meeting space					
Communication	Inspection	Ruben Cantu		to provide important city information, feedback, and training.	Cama	(One Texas Center, Room 325).	Sep-15	Oct-15	None	N/A	2
Communication	Inspection	Rubell Calitu	323	Reference to "Tap" designation from the Planning and	Concui	(Offic Texas Ceriter, Roofif 525).	3eh-13	OCI-13	Notice	N/A	
	Site and			Development Review Department (PDRD) organization							
Managamant/	Subdivision			. , , ,							
Management/ Communication	Inspection	Ruben Cantu	220	should be deleted to properly reflect their actual	Concur	The term "Tap" has been dropped from this group.	Complete	Complete	None	N/A	
Communication	inspection	Ruben Cantu	330	assignments.	Concur	The term Tap has been dropped from this group.	Complete	Complete	None	N/A	1
				Site & Subdivision Inspections supervisors should conduct		Safety will be discussed during Pre-Construction Meetings.					
Project	Site and			"tailgate safety meetings" on site and upon the initiation or		Continue Department Wide and Division Wide Safety					
Managers/	Subdivision			commencement of each new project and on a regular		Meetings through Safety Office. Preconstruction meetings					
Processes	Inspection	Ruben Cantu	221	schedule thereafter.	Concur	address the safety of all and this will continue in this course.	Complete	Complete	None	N/A	1
riocesses	inspection	Rubell Calitu	331	scriedule trierearter.	Concui	address the safety of all and this will continue in this course.	Complete	Complete	Notice	IN/A	1
				The Human Resources staff should develop a set of policies,		Division Manager will evaluate current City of Austin (COA)					
				with advice from the operating divisions, for city inspection		Fleet policies and procedures to determine whether there is					
					This item						
	City and			vehicles including watercraft that accounts for specific		a need to supplement them with departmental policies and					
	Site and			inspection transportation needs, parking and storage,	requires	procedures. Current COA Fleet policies and procedures may					
	Subdivision			maintenance, repair and replacement schedules, service life	additional	adequately address the needs of the Development Services			1		
None listed	Inspection	Ruben Cantu	332	and safety, and other fleet management considerations.	research.	Department.	Oct-16	May-17	None	-	
				Chan Could division to an artist of Division from a district of a second							
				Site & Subdivision Inspections Division immediately develop a							
				scope of services and listing for technical specialties							
				necessary to develop an "On Call" consultant contract field					L		
	Site and			inspection staff and work with the Contract Management		Staff will review processes and develop a plan for obtaining			The funding for this recommendation will be		
- 44	Subdivision			Department (CMD) to solicit, vet and retain an "On Call"	_	on-call contractor assistance for a proposal to the Public			included in the FY2016-17 Proposed Budget. The		
Staffing	Inspection	Ruben Cantu	333	contract or consultant inspection staff.	Concur	Works Department.	Jan-16	May-16	estimated cost for this request is \$312,150.	Ongoing	1
				Staff additions for any and all new field inspection staff							
				including construction and environmental work be		S. 66 III					
	Site and			implemented through the above described "On Call" system		Staff will review processes and develop a plan for obtaining					
- 44	Subdivision			prior to retaining any new permanent full time field	_	on-call contractor assistance for a proposal to the Public					
Staffing	Inspection	Ruben Cantu	334	inspection staff.	Concur	Works Department.	Jan-16	May-16	See Recommendation Number 333	N/A	1
				Site & Subdivision Inspections Division management should							
	Site and			conclude the development of workload and project data		Manager will begin developing an algorithm in which many					
- 44	Subdivision			including cost, complexity, in order to forecast project	_	factors weigh into creating a staffing and workload prediction	·				_
Staffing	Inspection	Ruben Cantu	335	volume relative to staffing levels prior to August 1, 2015.	Concur	model.	Mar-15	Aug-15	None	N/A	2
						Using AMANDA Land Use Review (LUR) activity, the Division					
						Manager will work with Development Services Information					
				Site & Subdivision Inspections Manager should utilize data		Technology (IT) and LUR personnel to develop an IT					
	Site and			pertaining to projects being processed in the Land Use		"dashboard" tool using AMANDA data for tracking projects					
	Subdivision			Review Division as a significant factor to help forecast		going through LUR review processes to estimate future					
Staffing	Inspection	Ruben Cantu	336	upcoming Site & Subdivision Inspections project workload.	Concur	workload.	Oct-15	May-16	None	N/A	1
ĺ				L	]						
ĺ				Modify the city policy/procedure to include consideration for	]						
L				Planning and Development Review Department (PDRD) to	]	Division Manager will meet with the Public Works					
Project	Site and			assume responsibility to assign qualified materials testing	]	Department to determine appropriate steps and staffing for					
Managers/	Subdivision	L		laboratories for development work inspected by Site &	<u> </u>	establishing and managing contracts for laboratory services.			1	[	
Processes	Inspection	Ruben Cantu	337	Subdivision Inspections.	Concur	Additional full-time equivalents may be needed.	Oct-15	May-16	None	N/A	1
1						The Division Manager will meet with the Public Works					
1						Department to determine appropriate steps and staffing for					
1				Assignment of a qualified materials testing laboratory should		establishing and managing contracts for laboratory services.					
L .	Site and			be completed and laboratory staff prepared to respond to a		Develop the scope of services needed to include timely					
Performance	Subdivision	L	١	preconstruction conference within 2 working days of a	<u> </u> _	delivery of services needed. Additional full-time equivalents			1	l	
Standards	Inspection	Ruben Cantu	338	contractor's request for service.	Concur	may be needed.	Oct-15	May-16	None	N/A	1
ĺ					]	The Division Manager will meet with the Public Works					
ĺ					]	Department to determine appropriate steps and staffing for					
					]	establishing and managing contracts for laboratory services.					
ĺ	Site and			Materials testing laboratories should provide same day	]	Develop the scope of services needed to include timely					
		11		Itaatiaa fau aalla maada muiau ta 10 ama aad mant dan taatiaa fau	•	delivery of services needed. Additional full-time equivalents			·		
Performance Standards	Subdivision Inspection	Ruben Cantu		testing for calls made prior to 10 am and next day testing for calls after 10 am.	Concur	may be needed.	Oct-15		To be determined	N/A	

Technology	Site and Subdivision Inspection	Sylvia Arzola		Update the Site & Subdivision Inspections webpage to include a mission statement and correctly detailed descriptions of Site & Subdivision Inspections inspection procedures and policies.	Concur with modifications	Staff will develop the mission statement, flowcharts and other relevant information for Site and Subdivision Inspection, and provide to the Public Information staff so the information can be posted to the Development Services website.	Jul-15	Oct-15	None	N/A	1
Management/ Communication	Site and Subdivision Inspection	Ruben Cantu		Planning and Development Review Department (PDRD) Director to authorize Site & Subdivision Inspections to exercise appropriate engineering judgment during construction of public improvements in the field to allow modifications and changes to correct errors on the plans and/or field conditions encountered on the project.	Concur	Manager will work with the Director of Development Services, Austin Energy, Austin Water Utility, and the Public Works Department to allow the professional staff to make appropriate modifications in the field. Currently this discretion is not allowed. Overall this step will allow for greater discretionary authority for Development Services Site and Subdivision Inspection Field Personnel.	Oct-15	May-16 <b>f</b>	None	N/A	1
Technology Project Managers/	Site and Subdivision Inspection Site and Subdivision	Greg Hand		#342: Site & Subdivision Inspections shall properly record and document any plan changes or deviations, through AMANDA, authorized in the field by the Division Manager and advise the Land Use Review division of the same.  #353: Site & Subdivision Inspections Division should proceed with implementation of a complete automated and integrated mobile paperless systems as a high priority objective and at the earliest possible date including the use of tablet computers and compatible mobile smart phones with individual numbers and texting capability, for each inspector properly linked to the city's plans and development information database that is user friendly for field personnel. Set a goal to complete this conversion to paperless systems as early as resources allow. Terminate the use of hand written project diaries at the same time.  The manager and the direct report management team should complete a comprehensive PPM with up-to-date flowcharts and procedures for the Site & Subdivision Inspections	Concur	Development Services Information Technology staff will create a project to perform the analysis and design a solution for Site and Subdivision Inspection in the AMANDA application. Staff will include the AMANDA mobile module as part of the workflow for field inspectors and if approved by Division Management, provide city-issued cell phones that are linked to the mobile equipment rather than a monthly stipend. Staff will configure ProjectDox to include access to electronic plans through the mobile solution.  The Division Manager will work with staff and supervisors to update the existing Site and Subdivision Inspection policies	Jan-16	May-16 1	To be determined	One-Time	1
Processes	Inspection	Ruben Cantu		Division.	Concur	and procedures manual.	Oct-16	May-17	None	N/A	2
Performance Standards	Site and Subdivision Inspection	Ruben Cantu		The Site & Subdivision Inspections Division formally adopt the policy that calls for inspection services for a new project acknowledge the request within 24 hrs. and advise all participants of a pending pre-construction meeting within 48 hrs. of the initial request.	This item requires additional research.	Development Services Department (DSD) will research methods and tools for monitoring and communicating the scheduling of pre-construction meetings to contractors and property owners. If cost effective tools and methods can be found that could improve the level of communication and customer service and that do not result in violations of the policies of other departments (e.g. Public Works) or conflicts with City standards and specifications, DSD will develop either the appropriate purchasing requests or budget requests to facilitate the acquisition of these tools (e.g. software, equipment, training).	Oct-15	May-16 1	To be determined	Unknown at this time.	1
Project Managers/ Processes Performance Standards	Site and Subdivision Inspection Site and Subdivision Inspection	Andrew Linseisen Ruben Cantu	345	When a project is approved by the Land Use Review division and a permit is pending, the issuing division (Land Use Review or Permits) should automatically forward an advance notice with detailed project information to Site & Subdivision Inspections Intake Group.  Site & Subdivision Inspections should incorporate an automated reporting system compatible with previously recommended internet based systems to monitor response performance to calls for inspection.	Concur	The Land Use Review Manager will work with the Site and Subdivision Inspection Division Manager to discuss process to do this advance notification - a process for notifying Site and Subdivision Inspection of projects nearing approval.  The Division Manager will work with Information Technology to develop a monitoring process and instruct staff inspectors to use. Will develop scope of required folders in AMANDA.	Sep-15 Oct-16	May-16 t May-17 T	None To be determined	N/A Unknown at this time.	1 2
Project Managers/ Processes	Site and Subdivision Inspection	Ruben Cantu		The calls for inspection system should include an internet based request process in addition to the existing IVR system and set a goal that all calls for inspection evolve to the internet based request system(s) by the end of Fiscal Year 2015.	Concur	An Integrated Voice Response (IVR) system is currently in use for the utility and excavation inspectors and is used extremely well through AMANDA. The Division Manager will work with Information Technology staff to develop the IVR for the bigger project.	Oct-16	May-17	None	N/A	2

	1	l :	Site 9. Subdivision Inspections should adopt a formal policy to		1			T	1	
	Site and		Site & Subdivision Inspections should adopt a formal policy to set a date/time for pre-construction conferences within 5	1					1	
Performance	Site and Subdivision		working days of the contractor's request for inspection		The Public Works Department policy includes a 7-day window				1	
Standards	Inspection	Ruben Cantu	348 services.	Concur	for contractors to request pre-construction meetings.	Jul-15	Jul-15	None		1
Standards	Пізресціон	Rubeii Cairtu	340 Set vices.	Concu	for contractors to request pre-construction meetings.	Jul-13	Jul-13	None		
					An Interactive Voice Response (IVR) system is currently in use					
					for the utility and excavation inspectors and is used					
	Site and		Implement a new and separate dedicated phone line and		extremely well through AMANDA. Division Manager to work					
Management/	Subdivision		number for the IVR calls for R/W and permit inspection		with Information Technology staff to develop the IVR for the					
Communication	Inspection	Ruben Cantu	349 services.	Concur	bigger projects.	Oct-16	May-17	None	N/A	2
			Site and Subdivision (Site & Subdivision Inspections) and Land							
			Use Review (LUR) Divisions should meet and participate in a							
			Partnering Process to assure that there is full trust and							
			confidence that the two divisions are functioning as an							
			effective team within Planning and Development Review		Regularly scheduled meetings will be set up. The Division					
140000000000000000000000000000000000000	Site and		Department (PDRD). This should take place as a precursor to subsequent Partnering and meetings with the other city		Manager of Inspections will set up meetings with Land Use Review manager to begin dialogue to identify the areas to be					
Management/ Communication	Subdivision Inspection	Ruben Cantu	350 departments.	Concur	covered in these meetings.	Oct-15	May-16	None	N/A	1
Communication	inspection	Rubell Califu	550 departments.	Concu	covered in these meetings.	OCI-13	iviay-10	Notice	N/A	1
			Initiate a "Partnering" process utilizing a professional	1						
			facilitator, with each of the other city departments impacted						1	
			by new development starting with the Transportation and							
			Public Works Departments and subsequently including the						1	
			Watershed Protection and Water Departments. At the							
			conclusion of this Partnering process execute memoranda of							
			understanding (MOU) to assure clear authority and							
			responsibility of Planning and Development Review		The Division Manager and the Assistant Director will begin					
	Site and		Department (PDRD) to act on behalf of those city		talks with other departments that will establish the					
Partnering	Subdivision		departments when approving plans and inspecting		memorandum of understanding to resolve the rules by which					_
Departments	Inspection	Ruben Cantu	351 construction of the city's infrastructure.	Concur	the partnering process will exist and function.	Oct-15	May-16	None	N/A	1
					This step requires discussing content of specifications with					
					Public Works Department (PWD) , Austin Energy (AE), and					
					Austin Water Utility (AWU). The Division Manager will					
Project	Site and		Require all developers and their contractors to have up to		contact PWD, AE, and AWU to determine the possibility of					
Managers/	Subdivision		date certified approved full size plan sets available on the job		revising City of Austin standard specifications to require full					
Processes	Inspection	Ruben Cantu	352 site for inspectors use in the field.	Concur	size certified plan sets on job sites.	Oct-15	May-16	None	N/A	1
			Staff and group work assignments system include							
			consideration of the scoring system and project values to							
			supplement the judgment of manager and administrative							
			staff when allocating work to Site & Subdivision Inspections							
			groups and continue the accumulation of the data shown on	1	Discouring the Development Combined to Committee					
			Tables 70, 71, and 72 above within the AMANDA systems to	1	Discussions with Development Services Information					
			enable automated monthly reporting of inspections staffing and workload factors and Incorporate similar automated	1	Technology (IT) staff will need to take place in order to develop an AMANDA application. The Division Manager will					
	Site and		workload data systems within the AMANDA systems for the	1	work with Development Services IT to develop an algorithm					
	Subdivision		entire Site & Subdivision Inspections division including both		utilizing AMANDA data to assist Division Manager in the work				1	
Staffing	Inspection	Ruben Cantu	354 Infrastructure and Environmental groups.	Concur	assignment process.	Oct-15	May-16	None	N/A	1
- J	Support			1	On April 6, 2015 the functions were realigned under the Chief		-,		1	_
	Svcs/Budget/Fis		All budget and accounting functions should report to the		Administrative Officer in the Development Services				1	
Finance	cal Surety	Melissa Martinez	355 Chief Administrative Officer.	Concur	Department.	Complete	Complete	None	N/A	1
	Support				The funding for this recommendation is included in the			The funding for this recommendation has been	1	
L	Svcs/Budget/Fis		[ <b>L</b>	L	FY2015-16 Proposed Budget. The smart boards will be			included in the FY2015-16 Proposed Budget. The	[	
None listed	cal Surety	Greg Hand	356 Equip the conference rooms with smart boards.	Concur	installed in all conference rooms.	Feb-16	Jul-16	estimated cost for this request is \$60,000.	One-Time	1
				L						
		Darda au Causa I	Discription of Development Device Development (2000)	This item	This recommendation will require discussion and				1	
	Support	Rodney Gonzales	Planning and Development Review Department (PDRD)	requires	collaboration among all tenants and building management				]	
None listed	Svcs/Budget/Fis cal Surety	and Greg Guernsey	should take the lead so that neither City staff nor City 358 vehicles are parked in the surface lot outside the building.	additional research.	that currently occupy One Texas Center. Alternative parking	Oct-15	Apr 10	To be determined	1	4
Notic listed	carourety	Guerrisey	proprieties are parked in the surface lot outside the building.	research.	for city vehicles may have a fiscal impact.	Oct-15	Apr-16	ro de determined	ı	1

					1	T	1	1	T	1	
Performance Standards	Support Svcs/Budget/Fis cal Surety	John Beasley	359	Modify performance measures for Support Services as outlined above.	This item requires additional research.	Staff will collaborate with the Corporate Human Resources Department to explore possibilities for more detailed reporting by business unit. If the corporate performance measures (carbon footprint, employee turnover, injury rate and sick leave hours) can be modified with additional description, they will be modified.	Mar-16	May-16	None		1
Finance	Support Svcs/Budget/Fis cal Surety	Meredith Quick		The Planning and Development Review Department (PDRD) annual revenue should indicate specifics related to Capital Area Metropolitan Planning Organization (CAMPO) revenue.	Concur	The Capital Area Metropolitan Planning Organization (CAMPO) revenue has been specified in a letter from the Planning and Zoning Director to the CAMPO Executive Director.	Complete	Complete	None	N/A	1
Management/ Communication	Support Svcs/Budget/Fis cal Surety	Meredith Quick		The Accounting Manager should conduct a review of the cashier function and develop an approach to provide needed backup to the cashier function.	Concur with modifications	An Accounting Technician position is included in the FY2015- 16 Proposed Budget. The position will be the second cashier position allowing for backup in the cashiering function.	Jan-16	Mar-16	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for an Accounting Technician position is \$45,568.	Operating	1
Finance	Support Svcs/Budget/Fis cal Surety	Meredith Quick	362	The Accounting Manager should monitor the impact of the new credit card system.	Concur	A Microstrategy report has been created to monitor the credit card payment activity.	Complete	Complete	None	N/A	1
Finance	Support Svcs/Budget/Fis cal Surety	Meredith Quick		The Accounting/Fiscal Surety section along with relevant construction functions should undertake a review of the Surety system.	Concur	The fiscal surety system is in the process of being converted into an automated process using AMANDA from an Access database. This process requires verification of existing records, processes and dollar value. An annual review of processes will be conducted.	Jun-15	Jun-1€	None	N/A	1
						On April 6, 2015 the budget and accounting functions were realigned under the Chief Administrative Officer in the Development Services Department.  The Accounting Manager position was transferred to the Planning and Zoning Department (PAZ) and reports directly to the PAZ Director. All other Accounting staff positions report to the Financial Manager for the Development					
Management/ Communication		Melissa Martinez		The Accounting Manager should report to the Financial Manager.  The Tree Mitigation fees should be clearly identified in the	Concur with modifications	Services Department (DSD). The Financial Manager now reports to the Chief Administrative Officer	Complete	Complete	None	N/A	1
Finance	Support Svcs/Budget/Fis cal Surety	Meredith Quick		Planning and Development Review Department (PDRD) budget.	Concur	The department will explore the feasibility of adding footnotes or other identifying language in the budget to designate the tree mitigation reimbursements.	Feb-16	May-16	Nana	N/A	1
Staffing	Support Svcs/Budget/Fis cal Surety	John Beasley		#366: Planning and Development Review Department (PDRD) should work with Corporate Human Resources (Corporate HR) for the development and adoption of a definitive career advancement plans for all PDRD staff.  #378: Managers and supervisors in PDRD should develop transition plans for both turnover and retirements.  #379: The City HR Department should develop a program where new hires or appointments can be on board for a number of months prior to a position turnover.	Concur with modifications	The career ladder should be inclusive across functions and divisions. An internal protocol will be developed to determine which positions are suitable while considering fiscal impact and department need while ensuring consistency in practice. According to the Human Resources Department, City departments can new hires when replacing employees who plan to retire. This will allow for crosstraining.			To be determined	N/A	2
Staffing	Support Svcs/Budget/Fis cal Surety	John Beasley		#367: Planning and Development Review Department (PDRD) should undertake a detailed review of the various Professional Registrations and Memberships to arrive at an appropriate number for the 2015-16 budget. #368: This year's budget should add an additional \$30,000 for certifications. #377: PDRD Human Resources function should review how certification requirements are handled during probation periods.	Concur with modifications	The Human Resources Manager will review professional registrations and membership and how certification requirements are handled during the probation periods. The funding for this recommendation is included in the FY2015-16 Proposed Budget.	) Oct-15	Dec-15	#368: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$30,000.	Operating	1

	1	1				1					
<b>i</b> '					Ĭ	There is a current citywide conflict of interest policy that					
<b>i</b> '											
·						exists, and it covers outside employment. The Human					
·						Resources Manager will confer with the City Auditor's					
'						Integrity Unit to expand on city guidelines to address					
'				#369: Planning and Development Review Department (PDRD)		department specific situations, and educate Development					
·				should prepare and circulate to staff a clear policy on Conflict		Services and Planning and Zoning managers and supervisors.					
·	Support			of Interest and outside employment.		Conflict of interest training is included in the City's annual					
	Svcs/Budget/Fis			#370: PDRD managers should address any possible conflict of		ethics training module. The training includes information that					
Staffing	cal Surety	John Beasley		interest issues on a timely basis.	modifications	conflict of interest issues should be addressed immediately.	Jan-16	Mar-16	None	N/A	1
<b>i</b> '						The Human Resources Manager will manage the					
1	Support					development and launch of the new Employee Orientation					
i '	Svcs/Budget/Fis					(NEO) Program. Current employees will be invited to					
Staffing	cal Surety	John Beasley	371	PRDR should develop a new employee orientation program.	Concur	participate.	Oct-15	Apr-16	None	N/A	2
<b>i</b> '											
<b>i</b> '						The Human Resources (HR) Manager will inform and					
1				#372: Human Resources staff should improve communication		education supervisors and managers regarding the					
1				of the hiring and promotion processes.		availability of Corporate Human Resources information					
1	Support			#373: Planning and Development Review Department (PDRD)		regarding hiring and firing. The HR Manager will develop a					
Management/	Svcs/Budget/Fis			Human Resources staff should conduct a training session for	1	training session for supervisors and managers regarding the					
Communication	cal Surety	John Beasley		supervisors and managers on the hiring process.	Concur	hiring process.	Oct-15	Oct-15	None	N/A	1
1					1	The Human Resources (HR) Manager will engage with		·			
1	1				1	executive management to fully explore a department-wide					
1	I		1		1	review and update of job descriptions. The HR Manager and					
1	1				This item	executive team will consult with Corporate Human Resources					
<b>i</b> '	Support				requires	Compensation to propose a structured review for content					
<b>i</b> '	Svcs/Budget/Fis			Planning and Development Review Department (PDRD)	additional	and relevance of all job classifications currently used in both					
Staffing	cal Surety	John Beasley		should review and update all job descriptions.	research.	departments.	Oct-16	Apr-17	To be determined	N/A	2
						The Human Resources (HR) Manager will engage with					
1						executive management to fully explore a department-wide					
<b>i</b> '					This item	pay update and classification study. The HR Manager and					
1	Support				requires	executive team will consult with Corporate Human Resources					
<b>i</b> '	Svcs/Budget/Fis			Update the pay and classification study for Planning and	additional	Compensation to propose a structured review of both					
Staffing	cal Surety	John Beasley		Development Review Department (PDRD).	research.	departments.	Oct-16	Apr-17	To be determined	N/A	2
	Support	,		Supervisors should work with staff and Human Resources to		Supervisors and managers will establish performance				· .	
Performance	Svcs/Budget/Fis			develop performance standards for each position in the		expectations per job requirements using the Success Strategy					
Standards	cal Surety	John Beasley	376	Department.	Concur	Performance Review process.	Jun-15	Sep-16	None	N/A	2
	,	,		#380: Add an initial \$175,000 to budget items related to		, , , , , , , , , , , , , , , , , , ,				·	
<b>i</b> '				training.							
<b>i</b> '				#381: As part of the budget plans for 2015-16 Planning and		A total of \$250,000 is included in the FY2015-16 Proposed			#380: The funding for this recommendation has		
<b>i</b> '	Support			Development Review Department (PDRD) should conduct a		Budget for training. This amount plus existing staff dedicated			been included in the FY2015-16 Proposed		
1	Svcs/Budget/Fis			detailed review of training related budgets Division by	Concur with	toward training will allow for the development of a robust			Budget. The estimated cost for this request is		
Staffing	cal Surety	John Beasley		Division or Section by Section.	modifications						
Jeaning	cai Juicty					training program	Oct-15	Dec-15	\$250,000	Operating	1
1	Support	,			mounications	training program.  Development Services Human Resources staff will modify	Oct-15	Dec-15	\$250,000.	Operating	1
Management/	Support Sycs/Budget/Fis	, , , , , ,		Planning and Development Review Department (PDRD)	modifications	Development Services Human Resources staff will modify	Oct-15	Dec-15	\$250,000.	Operating	1
Management/	Svcs/Budget/Fis		202	Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers		Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city					1
Management/ Communication		John Beasley	382	Planning and Development Review Department (PDRD)	Concur	Development Services Human Resources staff will modify	Oct-15	Dec-15		Operating N/A	1
	Svcs/Budget/Fis		382	Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers		Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.					1
	Svcs/Budget/Fis		382	Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers		Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.  The City's Human Resources Department has an existing 360-					1
	Svcs/Budget/Fis		382	Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers		Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.  The City's Human Resources Department has an existing 360-degree tool. The Human Resources (HR) Manager will consult					1
	Svcs/Budget/Fis cal Surety			Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers academy.		Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.  The City's Human Resources Department has an existing 360-degree tool. The Human Resources (HR) Manager will consult with the City's Human Resources Department to ensure					1
Communication	Svcs/Budget/Fis cal Surety Support			Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers academy.  Conduct a 360 degree evaluation for all Planning and		Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.  The City's Human Resources Department has an existing 360-degree tool. The Human Resources (HR) Manager will consult with the City's Human Resources Department to ensure desired content is addressed by existing 360 tool. The HR					1
Communication  Management/	Svcs/Budget/Fis cal Surety Support Svcs/Budget/Fis	John Beasley		Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers academy.  Conduct a 360 degree evaluation for all Planning and Development Review Department (PDRD) managers and	Concur	Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.  The City's Human Resources Department has an existing 360-degree tool. The Human Resources (HR) Manager will consult with the City's Human Resources Department to ensure desired content is addressed by existing 360 tool. The HR Manager will consult with other resources to possibly	Oct-15	Oct-15	None	N/A	1
Communication	Svcs/Budget/Fis cal Surety Support			Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers academy.  Conduct a 360 degree evaluation for all Planning and		Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.  The City's Human Resources Department has an existing 360-degree tool. The Human Resources (HR) Manager will consult with the City's Human Resources Department to ensure desired content is addressed by existing 360 tool. The HR			None		1
Communication  Management/	Svcs/Budget/Fis cal Surety Support Svcs/Budget/Fis	John Beasley		Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers academy.  Conduct a 360 degree evaluation for all Planning and Development Review Department (PDRD) managers and	Concur	Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.  The City's Human Resources Department has an existing 360-degree tool. The Human Resources (HR) Manager will consult with the City's Human Resources Department to ensure desired content is addressed by existing 360 tool. The HR Manager will consult with other resources to possibly	Oct-15	Oct-15	None	N/A	1
Communication  Management/ Communication	Svcs/Budget/Fis cal Surety Support Svcs/Budget/Fis cal Surety	John Beasley		Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers academy.  Conduct a 360 degree evaluation for all Planning and Development Review Department (PDRD) managers and supervisors.	Concur	Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.  The City's Human Resources Department has an existing 360-degree tool. The Human Resources (HR) Manager will consult with the City's Human Resources Department to ensure desired content is addressed by existing 360 tool. The HR Manager will consult with other resources to possibly supplement in-house 360-degree tool.	Oct-15	Oct-15	None  None  The funding for this recommendation has been	N/A	1
Communication  Management/ Communication  Management/	Svcs/Budget/Fis cal Surety  Support Svcs/Budget/Fis cal Surety  Entire	John Beasley  John Beasley	383	Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers academy.  Conduct a 360 degree evaluation for all Planning and Development Review Department (PDRD) managers and supervisors.  Hire a consultant to create a logo and branding for Planning	Concur	Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.  The City's Human Resources Department has an existing 360-degree tool. The Human Resources (HR) Manager will consult with the City's Human Resources Department to ensure desired content is addressed by existing 360 tool. The HR Manager will consult with other resources to possibly supplement in-house 360-degree tool.  The funding for this recommendation is included in the	Oct-15	Oct-15	None  None  The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The	N/A	1
Communication  Management/	Svcs/Budget/Fis cal Surety  Support Svcs/Budget/Fis cal Surety  Entire	John Beasley	383	Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers academy.  Conduct a 360 degree evaluation for all Planning and Development Review Department (PDRD) managers and supervisors.	Concur	Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.  The City's Human Resources Department has an existing 360-degree tool. The Human Resources (HR) Manager will consult with the City's Human Resources Department to ensure desired content is addressed by existing 360 tool. The HR Manager will consult with other resources to possibly supplement in-house 360-degree tool.  The funding for this recommendation is included in the FY2015-16 Proposed Budget.	Oct-15	Oct-15	None  None  The funding for this recommendation has been	N/A	1 1
Communication  Management/ Communication  Management/	Svcs/Budget/Fis cal Surety  Support Svcs/Budget/Fis cal Surety  Entire	John Beasley  John Beasley	383	Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers academy.  Conduct a 360 degree evaluation for all Planning and Development Review Department (PDRD) managers and supervisors.  Hire a consultant to create a logo and branding for Planning	Concur	Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.  The City's Human Resources Department has an existing 360-degree tool. The Human Resources (HR) Manager will consult with the City's Human Resources Department to ensure desired content is addressed by existing 360 tool. The HR Manager will consult with other resources to possibly supplement in-house 360-degree tool.  The funding for this recommendation is included in the FY2015-16 Proposed Budget. The standard operating procedure for this function will be	Oct-15	Oct-15	None  None  The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The	N/A	1 1
Communication  Management/ Communication  Management/	Svcs/Budget/Fis cal Surety  Support Svcs/Budget/Fis cal Surety  Entire	John Beasley  John Beasley	383	Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers academy.  Conduct a 360 degree evaluation for all Planning and Development Review Department (PDRD) managers and supervisors.  Hire a consultant to create a logo and branding for Planning and Development Review Department (PDRD).	Concur	Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.  The City's Human Resources Department has an existing 360-degree tool. The Human Resources (HR) Manager will consult with the City's Human Resources Department to ensure desired content is addressed by existing 360 tool. The HR Manager will consult with other resources to possibly supplement in-house 360-degree tool.  The funding for this recommendation is included in the FY2015-16 Proposed Budget.  The standard operating procedure for this function will be updated to more accurately reflect job duties and	Oct-15	Oct-15	None  None  The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The	N/A	1
Communication  Management/ Communication  Management/	Svcs/Budget/Fis cal Surety  Support Svcs/Budget/Fis cal Surety  Entire	John Beasley  John Beasley	383	Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers academy.  Conduct a 360 degree evaluation for all Planning and Development Review Department (PDRD) managers and supervisors.  Hire a consultant to create a logo and branding for Planning and Development Review Department (PDRD).  The Public Information Specialist and the Administrative	Concur	Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.  The City's Human Resources Department has an existing 360-degree tool. The Human Resources (HR) Manager will consult with the City's Human Resources Department to ensure desired content is addressed by existing 360 tool. The HR Manager will consult with other resources to possibly supplement in-house 360-degree tool.  The funding for this recommendation is included in the FY2015-16 Proposed Budget.  The standard operating procedure for this function will be updated to more accurately reflect job duties and responsibilities. The policy will identify the back-up rotation	Oct-15	Oct-15	None  None  The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The	N/A	1 1
Communication  Management/ Communication  Management/	Svcs/Budget/Fis cal Surety  Support Svcs/Budget/Fis cal Surety  Entire	John Beasley  John Beasley	383	Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers academy.  Conduct a 360 degree evaluation for all Planning and Development Review Department (PDRD) managers and supervisors.  Hire a consultant to create a logo and branding for Planning and Development Review Department (PDRD).  The Public Information Specialist and the Administrative Assistant should review and update as appropriate the 2011	Concur	Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.  The City's Human Resources Department has an existing 360-degree tool. The Human Resources (HR) Manager will consult with the City's Human Resources Department to ensure desired content is addressed by existing 360 tool. The HR Manager will consult with other resources to possibly supplement in-house 360-degree tool.  The funding for this recommendation is included in the FY2015-16 Proposed Budget. The standard operating procedure for this function will be updated to more accurately reflect job duties and responsibilities. The policy will identify the back-up rotation schedule and coverage when the receptionist is out of office,	Oct-15	Oct-15	None  None  The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The	N/A	1 1
Communication  Management/ Communication  Management/	Svcs/Budget/Fis cal Surety Support Svcs/Budget/Fis cal Surety Entire Department	John Beasley  John Beasley	383	Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers academy.  Conduct a 360 degree evaluation for all Planning and Development Review Department (PDRD) managers and supervisors.  Hire a consultant to create a logo and branding for Planning and Development Review Department (PDRD).  The Public Information Specialist and the Administrative Assistant should review and update as appropriate the 2011 Standard Operating Procedure for the receptionist function.	Concur	Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.  The City's Human Resources Department has an existing 360-degree tool. The Human Resources (HR) Manager will consult with the City's Human Resources Department to ensure desired content is addressed by existing 360 tool. The HR Manager will consult with other resources to possibly supplement in-house 360-degree tool.  The funding for this recommendation is included in the FY2015-16 Proposed Budget. The standard operating procedure for this function will be updated to more accurately reflect job duties and responsibilities. The policy will identify the back-up rotation schedule and coverage when the receptionist is out of office, additional job responsibilities such as mail sorting and	Oct-15	Oct-15	None  None  The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The	N/A	1 1
Communication  Management/ Communication  Management/	Svcs/Budget/Fis cal Surety  Support Svcs/Budget/Fis cal Surety  Entire	John Beasley  John Beasley	383	Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers academy.  Conduct a 360 degree evaluation for all Planning and Development Review Department (PDRD) managers and supervisors.  Hire a consultant to create a logo and branding for Planning and Development Review Department (PDRD).  The Public Information Specialist and the Administrative Assistant should review and update as appropriate the 2011	Concur	Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.  The City's Human Resources Department has an existing 360-degree tool. The Human Resources (HR) Manager will consult with the City's Human Resources Department to ensure desired content is addressed by existing 360 tool. The HR Manager will consult with other resources to possibly supplement in-house 360-degree tool.  The funding for this recommendation is included in the FY2015-16 Proposed Budget. The standard operating procedure for this function will be updated to more accurately reflect job duties and responsibilities. The policy will identify the back-up rotation schedule and coverage when the receptionist is out of office,	Oct-15	Oct-15	None  None  The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The	N/A	1

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	Support										
	Svcs/Budget/Fis			A button should be added to the receptionist desk to open		On May 18, 2015, a button was installed at the receptionist					_
None listed	cal Surety	Sylvia Arzola	386	the door to the 5th floor offices.  Hire one public information specialist who will maintain the	Concur	desk.	Complete	Complete	None	N/A	1
	Support			website on a full time basis and design educational materials.					The funding for this recommendation has been		
	Svcs/Budget/Fis			They will report to the Public Information and Marketing	•	The website position will be included in the FY 2015-16			included in the FY2015-16 Proposed Budget. The		
Staffing		Sylvia Arzola	200	Manager.	Concur	Proposed Budget.	Jan-16	Mar 16	estimated cost for this request is \$124,501.	Operating	1
Statting	car surety	Sylvia Arzola	389	Manager.	Concur	Proposed Budget.	Jan-10	IVIAI-10	estimated cost for this request is \$124,501.	Operating	1
						Forms or checklists go through the Rules Process. However,					
						applications are only generated by the Development					
						Services Department (DSD) and Planning and Zoning					
						Department (PAZ). Application form revisions currently go					
						through the rules posting process to ensure there is no					
						increase of cost to stakeholders. Since DSD and PAZ are the					
						only departments that generate applications, a meeting will					
						be held with the respective directors to determine if this					
Project	Support					practice should continue. The outcome of these meetings					
Managers/	Svcs/Budget/Fis			Proceed to change checklists and forms without going	Concur with	will be communicated to all key contacts in each land					
Processes	cal Surety	Karen Grotefend	390	through the Rules process.	modifications	development department.	Oct-15	Nov-15	None	N/A	1
	,									<u> </u>	
						Staff will develop a draft SOP to reflect current practices. The					
						draft Standard Operating Procedure (SOP) will be distributed					
						for review and comment by all the key contacts and directors					
						within the land development departments (Austin Energy,					
						Watershed, Health, Fire, Austin Water Utility, Transportation,					
						Public Works, Law, Parks, Development Services Department					
Project	Support			A formal SOP should be developed for the Rules process.		and Planning and Zoning). Once SOP is finalized and adopted					
Managers/	Svcs/Budget/Fis			This SOP should require all departments to comply with		rules postings will be rejected if the updated SOP is not					
Processes	cal Surety	Karen Grotefend	391	adopted rules.	Concur	followed.	Nov-15	Feb-16	None	N/A	2
						Steps will include: Automatic emailing of notices to					
						stakeholders and participants. Contact key departments and					
						ensure their rules are sent to their stakeholders after the					
						Notice of Proposed and Notice of Adoption. Add a					
Project	Support					stakeholder link to the website. Add dates in Standard					
Managers/	Svcs/Budget/Fis			The Rules positing should be supplemented by an automatic		Operating Procedure (SOP) when notices go out to					
Processes	cal Surety	Karen Grotefend	392	emailing of notices to all Stakeholders and participants.	modifications	stakeholders.	Jul-15	Aug-15	None	N/A	1
	l					Steps will include: Amend city code Chapter 1.2 to change	1				
Davids was	Support					timelines and remove outdated information. Increase the					
Performance	Svcs/Budget/Fis	Vanan Cu-t-f-	202	The timelines for the Dules are seen the state to see the	Concur with	rule posting process to 6 times a year vs. quarterly. Decrease		F.1. 40	None	11/4	]
Standards	cal Surety	Karen Grotefend	393	The timelines for the Rules process should be reduced.	modifications	time in the SOP once the code has been amended.	Sep-15	Feb-16	None	N/A	1
						Stakeholders review and comment on the rules asias to their	1				
Project	Support					Stakeholders review and comment on the rules prior to their submission. The Standard Operating Procedure will reflect					
Project Managers/	Svcs/Budget/Fis			The Stakeholders should be clarified in the proposed new	Concur with	stakeholders being notified after Notice of Proposed rule and					
Processes	cal Surety	Karen Grotefend	301	SOP.	modifications	after Notice of Adoption.	Feb-16	May-16	None	N/A	1
110003003	car surety	naren Grotefella	334	Planning and Development Review Department (PDRD) and	mounications	arter Notice of Adoption.	1.69-10	iviay-10	None	14/7	1
				Community Technology Management Department (CTM)							
				should establish a three-day standard for activating new		Development Services Information Technology staff will work					
				AMANDA users, deleting old users, and adjusting user		with Communication and Technology Management to					
Technology	Technology	Greg Hand	395	privileges.	Concur	establish a new account setup procedure and prioritization.	Aug-15	Dec-15	None	N/A	2
5551	222.051	0		p = -0		Development Services Information Technology staff will meet	7.005 10	500 13		1	
						with each Division Manager to identify the critical					
1						information required for each business area, setup reporting					
				Establish and enforce Planning and Development Review		for the managers and supervisors to audit staff performance					
				Department (PDRD) user standards for completeness of		on data quality, and setup periodic automatic reporting of					
Technology	Technology	Greg Hand	396	AMANDA data entry at input locations.	Concur	missing data.	Jul-15	Mar-16	None	N/A	1
		<b>y</b>		/						• •	

		1			1				T		1
Technology	Technology	Greg Hand		#397: Improve the "smart" data entry capability to the AMANDA data input process. #420: Provide greater awareness regarding the availability and use of the geographic information system (GIS), 3D visualization, and graphics software tools to Planning and Development Review Department (PDRD) staff members as a part of the group's responsibility in promoting GIS usage, supporting GIS systems, maintaining the General Plan, and updating neighborhood or special sector-plans. #421: Investigate and implement measures to automate maintenance of existing land use data through linkage to AMANDA events such as Certificate of Occupancy issuance or Site Plan Change approvals. #422: Continue current collaboration activities with Communications and Technology Management Department (CTM) to update to Development Web Map software such as ArcGIS Online and GeoCortex, that will allow online GIS mapping to be compatible with all desktop browsers, tablets, and other mobile devices. #423: In implementing AMANDA 6.1, support CTM in providing direct, two-way linkage between AMANDA and the updated GeoCortex GIS viewer	Concur	A Business Systems Analyst position is included in the FY2015-16 Proposed Budget. Two (2) Geographic Information Systems (GIS) will be requested in the FY2016-17 Budget request. New staff will assist in implementing new tools and technologies that improve visualization of projects, automating manual updates to land use layers by scripting data extractions from source systems, converting older viewers to ArcGIS Online or Geocortex depending on needed functionality, and improving integration with AMANDA using Geocortex to automate geographic information exchange.	Jul-15	Dec-11	5 None	N/A	1
recrinology	rechnology	oreg nano		upuateu geocortex gis viewer	Concur	Geocortex to automate geographic information exchange.	Jui-15	Dec-16	pinone	N/A	1
Technology	Technology	Greg Hand		Provide an automated interface between AMANDA and the AFS3 General Ledger, with appropriate audit reporting.	Concur with modifications	The financial reconciliation between AMANDA and AIMS is part of the implementation of Chase Bank as a payment processor. The first phase for all online payments has been completed. The second phase will include payments processed by City staff using credit card terminals. Cash transactions are currently not planned for integration through the Chase Payment service.	Jul-15	Dec-16	6 None	N/A	1
				#399: Supplement training programs for regular AMANDA users to include emphasis in the use of keystroke shortcuts and other shortcut techniques to improve the efficiency of data entry. #402: Supplement existing AMANDA training materials by creating written or online materials that are more specific to the Planning and Development Review Department's		Development Services Information Technology staff will conduct a survey to determine the technology training needs of the department, work with the training group and the Communication Technology Management Department (CTM) to develop a course curriculums, create a training lab at One Texas Center for instructor led courses when space and funding are available, and develop online computer based					
Technology	Technology	Greg Hand		(PDRD's) specific needs.  #400: Analyze internal staff and external agency application review performance and prepare regular reports (or online real-time dashboard information) on application review performance.  #401: Prepare and distribute a weekly or bi-weekly application review performance report with summary data and a listing of problem applications that are not meeting the Department's time of approval standards.  #425: Use Crystal Reports or MicroStrategy software to generate detailed statistical reports on customer wait times. These reports should include graphs that indicate statistics	Concur	courses for job specific training.  Development Services Information Technology staff will	Jul-15	Mar-16	None	N/A	1
Performance				such as time-of-day, mean/mode, moving average, and		create Microstrategy dashboards to improve management's					
Standards	Technology	Greg Hand		similar analytic statistics.	Concur	ability to monitor activities to track and report performance.	Jul-15	Mar-16	6 None	N/A	1
Technology	Technology	Greg Hand		Integrate the future version of AMANDA 6.1 with the Electronic Document Imaging Management System (EDIMS) document management software.	Concur	The integration of AMANDA with the Electronic Document Imaging Management System (EDIMS) will be implemented for either the AMANDA version 6 upgrade or the electronic plan review implementation.	Jul-15	Dec-16	6 None	N/A	1
				Continue current analysis and planning to deploy AMANDA Mobile to inspectors using notebook computers, tablets, or		Development Services Information Technology staff will work with Communications and Technology Management to complete the gap analysis on the AMANDA mobile solution					
Technology	Technology	Greg Hand	404	other handheld devices.	Concur	for field inspection and fully implement AMANDA browser.	Oct-15	Mar-16	olivone	Operating	1

	1	1	T 1	This item	Development Consises Information Technology stoff will work	1			1	
			In conjunction with deployment of AMANDA Mobile explore	requires	Development Services Information Technology staff will work with Building Inspections to determine if online delivery of					
To also a la sur	Technology	Greg Hand	measures to improve capabilities for field printing and online 405 issuance of inspection-related documents.	additional research.	inspections results would improve service over printing documents in the field.	Oct-15	D 45	To be determined	One-Time	
Technology	rechnology	Greg nano	#406: Communications and Technology Management	research.	documents in the field.	OCI-15	Dec-12	To be determined	One-Time	1
			Department (CTM) and its constituent departments should							
			proceed in implementing already formulated plans to							
			upgrade AMANDA from version 4.4 to 6.1 .							
			#410: Complete the AMANDA Customer Portal II upgrade							
			project, which will allow accommodate credit card payments							
			and also allow customers to create and better manage their							
			online accounts.							
			#412: Implement secure systems that will enable acceptance							
			of digital plan files at all intake counters.							
			#414: Continue the implementation of the ProjectDox online							
			plan review system, making necessary adjustments to							
			hardware as needed during the rollout.							
			#415: Integrate to online ProjectDox review capability with							
			the upgraded AMANDA Customer Portal II to enable a fully		Development Services Information Technology staff will					
			paperless review process. Once it is implemented and staff is		continue with the implementation of the existing projects for					
			confident with its reliability, eliminate all paper-based		the upgrade to AMANDA version 6, electronic plan review,					
Technology	Technology	Greg Hand	parallel processes.	Concur	and the AMANDA portal replacement.	Jul-15	Dec-16	None	N/A	1
			Planning and Development Review Department (PDRD)							
			technical staff, with the support of Communications and							
			Technology Management Department (CTM) should begin		The Development Services Information Technology staff will					
			now to evaluate and take steps to replace and supplement		create Microstrategy dashboards to improve management's					
L	L		existing AMANDA reports in the latest Crystal Reports and	_	ability to monitor activities and performance, and convert					
Technology	Technology	Greg Hand	407 MicroStrategy environments.	Concur	standard reports to Crystal.	Jul-15	Mar-16	None	N/A	1
			Over the next three to five years, the City should establish a							
			framework for implementing AMANDA version 7. Over the		There is a Case Management Governing Board for AMANDA.					
			longer term the City should leave the door open to		The group conducts an ongoing review of AMANDA to ensure					
To also a la seri	To also also as	Constituted	implementing more comprehensive, integrated enterprise		the City has access to a case management solution that	C 45	D 45	To be determined	0	2
Technology	Technology	Greg Hand	408 solution.	Concur	continues to evolve with technology improvements.	Sep-15	Dec-15	To be determined	Ongoing	
			#409: When the new AMANDA web portal is implemented,							
			engage the services of an advertising agency or expansion of		The Development Services Information Technology staff will					
			internal marketing resources to formulate and execute a		continue conversion of applications to a fillable portable					
			media campaign (newspaper, radio, outdoor advertising.		document format (PDF) for online printing and submission					
			etc.) to promote the use of online capabilities as they are		and configure a majority of applications to be available for					
			implemented.		direct submission into the AMANDA system through the new					
			#411: Expand the AMANDA Customer Portal to allow online		portal by the end of 2016. All applications submitted directly					
			submittal of all planning and development review		into the AMANDA system will be configured to adhere to					
			applications. This should include the capability for applicants		specified administrative timeframes. Staff will develop			#409: The funding for this recommendation has		
			to upload portable document format (PDF) drawing files and		internal and external education programs for staff and			been included in the FY2015-16 Proposed		
			subsequent integration with the ProjectDox electronic plan		applicant's. Funding for the external media campaign is			Budget. The estimated cost for this request is		
Technology	Technology	Greg Hand	review system (see later recommendation).	Concur	included in the FY2015-16 Proposed Budget.	Jul-15		\$30,000.	N/A	1
. 55111101081			Allow for submittals of various scales and consider accepting		Dimensional drawings up to size Arch D (24x36) can now be	30. 13	500 10	*/	,	
Technology	Technology	Greg Hand	413 clearly dimensioned drawings.	Concur	accepted.	Complete	Complete	None		1
3,	<u> </u>	Ĭ				<u> </u>				
			#416: Develop a strategy and work plan to implement							
			Electronic Document Imaging Management System (EDIMS)							
			for all Planning and Development Review Department							
			(PDRD) document management functions. Included in this							
			scope would be the reduction in dependence on the							
			Department's Network Drive and phasing out of overlapping							
			document management technologies.		The Development Services Information Technology staff will					
			#417: Collaborate with the PDRD Records Analyst to		meet with the department's Record Analyst to determine the					
			implement existing document retention/destruction policies		technology needs and support required for initiating a					
			and reduce the clutter of old documents and reports found		project to implement Electronic Document and Imaging					
Technology	Technology	Greg Hand	throughout the One Texas Center offices and hallways.	Concur	Management (EDIMS).	Jul-15	Jan-16	None	N/A	1

								,			1
									#418: The funding for this recommendation has been included in the FY2015-16 Proposed		
				#418: Add an additional Information Technology support staff					Budget. The estimated cost for this request is		
				to Planning and Development Review Department (PDRD)		The Information Technology staff position is included in the			\$77,068		
				with formalized AMANDA training and certification provided		FY2015-16 Proposed Budget.					
				by CSDC Systems, Inc. or one of its partners.					#419: The funding for this recommendation will		
	L			#419: Expand the PDRD geographic information system (GIS)	_	The geographic information system (GIS) positions will be			be included in the FY2016-17 Proposed Budget.		
Technology	Technology	Greg Hand		staff by two persons over the next three years.	Concur	requested in the FY2016-17 Budget.	Jun-15	Sep-16	The estimated cost for this request is \$132,871.	Operating	1
						Development Services Information Technology management will prioritize staff's need for Adobe Creative Suites and					
						purchase as funding is available, and when office space is					
				Obtain additional copies, as required by staff, of the latest	Concur with	available, setup shared workstations with special software					
Technology	Technology	Greg Hand	424	version of Adobe Creative Suite.	modifications	for occasional use.	Jul-15	Dec-15	To be determined	Operating	1
		1 .0		Either fix or eliminate the live stream video feed on the						1	
				monitor in the south wall of the Permit Center's waiting area.							
				An easy to implement alternative to this would to replace it		Development Services Information Technology staff will					
Management/				with a conventional TV that is tuned to a selected cable news		contact other departments using the same technology asking					
Communication	Technology	Greg Hand	426	or financial channel.	Concur	how they have solved the timeout issue.	Jul-15	Sep-15	None	N/A	1
				#427: Reorganize the Planning and Development Review							
				Department (PDRD) website to improve the intuitiveness of	1						
				links to its abundant content.		The website and web content for both departments and					
				#428: Designate a qualified person to oversee the PDRD's		respective divisions has been reorganized. Staff will work					
				web content, design, and portal transactions. Implement the		with the Corporate Public Information Office to redesign the					
				corrections to the PDRD's website, as recommended by the City's public information staff.		organization of information to improve navigation for a more intuitive experience, research websites of peer cities for					
				#429: If a qualified staff member is not available to do this		ideas and trends, develop a departmental procedure on					
Management/				work, engage the temporary services of an outside	Concur with	content management protocol, correct misspellings, and					
Communication	Technology	Sylvia Arzola		contractor.	modifications	improve ADA compliance issues.	Apr-15	Nov-15	None	N/A	1
				Continue to provide telephone system training, and provide a		Development Services Information Technology staff will				1,7.1	
				convenient online reference for the most commonly used		resend web link for online phone training to department					
Management/				functions such as transferring calls, conference calls, and call		staff. As needed, additional features will be added to the					
Communication	Technology	Greg Hand	430	forwarding.	Concur	training.	Jul-15	Jul-15	None	N/A	1
						Development Services Information Technology staff will					
						produce monthly reports on phone call activity, log and					
						investigate reported problems to determine if they are					
Management/				Monitor the effectiveness of the "phone tree" system over		persistent issues that need a resolution, and update phone					
Communication	Technology	Greg Hand	431	time and make adjustments if necessary.	Concur	tree as organizational changes occur.	Jul-15	Dec-16	None	N/A	1
						Development Services Information Technology staff will work					
						with Communication and Technology Management (CTM) to	·				
				Implement automated voicemail-to-text transcription with		implement speech to text technology for automated					
Technology	Technology	Greg Hand	432	forwarding of voicemail texts to email.	Concur	transcription of voicemail to email.	Oct-16	Dec-16	None	N/A	2
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						In 2013, a Boards and Commissions Transition Task Force was	;				
						created to develop recommendations to Council concerning					
						board and commissions. In 2014, a Planning and					
1						Development Review workgroup was formed to understand					
1	December 2	Darda as C			G	and evaluate board and commission roles and membership					
	Boards &	Rodney Gonzales			Council	requirements and to make recommendations regarding					
None listed	Commissions -	and Greg	422	Consider reducing the number of Beards and Committee	Decision	those boards and commissions. Staff respectfully defers this	N/A	NI/A	None		
None listed	Overall	Guernsey	433	Consider reducing the number of Boards and Commissions.	Required	recommendation to the City Council.	IN/A	N/A	None	+	1
					1	In 2013, a Boards and Commissions Transition Task Force was					
						created to develop recommendations to Council concerning					
1					1	board and commissions. In 2014, a Planning and					
1					1	Development Review workgroup was formed to understand					
						and evaluate board and commission roles and membership					
	Boards &	Rodney Gonzales			Council	requirements and to make recommendations regarding		1			
	Dod. as a										
None listed	Commissions - Overall	and Greg Guernsey		The size of membership on Boards and Commissions should be kept to 5 or 7 members each.	Decision Required	those boards and commissions. Staff respectfully defers this recommendation to the City Council.	N/A	N/A			

	1	1			1		1		1	1	1
						Continu 2 1 22 of the City Code convises board and					
						Section 2-1-23 of the City Code requires board and commission members to complete training no later than the					
	Boards &					90th day after appointment or reappointment. No action					
	Commissions -			All Board and Commission members should undergo training	,	step is required because this recommendation is addressed					
None listed	Overall	Carla Johnson	435	when first appointed as well as an annual training session.	Concur	through Section 2-1-23 of the City Code.	Complete	Complete	None	N/A	1
	Board of			The City Manager and the Development Services Manager				, ,		1	
	Adjustment/			for the Current Planning Division should schedule bi-annual	Council	Meetings of the City Council are determined by the City					
	Sign Review			joint study session meetings between the BOA and the City	Decision	Council. Staff respectfully defers this recommendation to the					
None listed	Board	Rodney Gonzales	436	Council.	Required	City Council.	N/A	N/A	None	N/A	2
						Staff adheres to the Texas Open Meetings Act for posting					
						meeting notices. We will require training for staff liaisons,					
						clarify duties and expectations, and develop performance					
						goals. We will require annual training for staff liaisons to					
	Board of			Staff assigned to support the Board of Adjustments/Sign		boards and commission. Supervisors of staff liaisons will					
Project	Adjustment/			Review Board should establish monitoring points to ensure		include duties, performance goals, and training requirement					
Managers/	Sign Review	Chair Islanda		that public notices are being properly processed. As part of		in each liaison's annual Success Strategy Performance	1.145	0 -1 45	Maria		
Processes	Board	Chris Johnson	437	this increase the supervision and training for this function.	Concur	Reviews.	Jul-15	Oct-15	None	N/A	1
						should be prepared for all cases for the Board of Adjustment					
						(BOA). The applicant should prepare information required by					
[						the BOA to consider a case. Staff should only take a position					
						of recommending or denying cases based on their					
						compliance with code and criteria and highlight any variances					
						and waivers from code and criteria. The applicant should provide sufficient information for the BOA to consider the					
						case if it is not a standard application.					
						case ii it is not a standard application.					
						Any increase in the role of staff to provide additional reports					
						and backup will require additional resources. Preparation of					
						staff reports and back up for routine cases will be extremely					
						time intensive for staff.					
						The overwhelming majority of BOA variances are associated					
						with residential properties and Development Assistance					
						Center has no staff with the expertise to perform a technical					
						review of a BOA variance on a one/two-family residential					
						project. Such a review would need to be performed by staff					
						in the Residential Review division for most cases.					
						The BOA liaison staff advises applicant's to seek a					
				Require a review by technical staff and a staff report to		consultation with Residential Review staff if there is not an					
	Board of Adjustment/			accompany each application. Review should include review		active case in review, but the majority of variance applicant's do not.					
ĺ	Adjustment/ Sign Review			by other in Development Assistance Center to confirm the applicant has included all of the items they will need		uo not.					
None listed	Board	George Adams	130	considered in their application.	Do Not Concur	Staff will continue to evaluate ways to improve services	N/A	N/A	None		1
one naceu	Board of	Scorpe Audins	430	considered in their applications	50 Not Concur	State with continue to evaluate ways to improve services	,^	.4/15	The state of the s	1	1
	Adjustment/										
	Sign Review			Increase the fee charged to accommodate the additional		The fee increase is reflected in the Fiscal Year 2015-16 fee					
Finance	Board	Meredith Quick	439	staff work.	Concur	schedule submission	Complete	Complete	None	N/A	1
						The Development Services Department (DSD) will consider					
						reassigning the support for this Board to the Current					
						Planning division within the Planning and Zoning Department					
	Board of					(PAZ). DSD will consider this recommendation with regard to					
	Adjustment/					how best to support this board. DSD will speak with the					
Management/	Sign Review			Consider reassigning the support for this Board to another		Board Chair and the PAZ Director to gain their feedback as to			<u> </u>		
Communication	Board	George Adams	440	group, perhaps Current Planning.	Concur	this recommendation.	Oct-15	Feb-16	None	N/A	1
						Chaffe ill and for the band Chaire					
						Staff will confer with the Board Chair to recommend changes					
	Building and			The Bylaws for the Building and Fire Code Board of Appeals		to the Building and Fire Code Board of Appeals (BFCBOA) Bylaws. Draft recommended changes to the bylaws of the					
	Fire Code Board			should be modified to include minimum qualifications for	Concur with	Building and Fire Code Board of Appeals will include					
None listed	of Appeals	Carl Wren	441	Board members.		minimum qualifications for board members.	Oct-16	May-17	None	N/A	,
iisteu	o. ubbcais	COIT TYTE!!	-741	pour a members.	ouiiicatioi15	qualifications for board members.	Oct-10	. iviay-17	prone	1.47	

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None listed	Building and Fire Code Board of Appeals	Carl Wren	The Ordinance and Bylaws for the Building and Fire Code Board of Appeals should be modified to authorize the Board to advise the Council on adoption of building and fire code regulations.	Concur with modifications	Staff will confer with the Board Chair to recommend changes to the Building and Fire Code Board of Appeals (BFCBOA) Bylaws. The Draft ordinance will include changes to the authority of the Building and Fire Code Board of Appeals to include providing advisory opinions on the adoption of new editions of and amendments to the construction related codes assigned to it for appeals. Draft related recommended changes to the BFCBOA bylaws.	Oct-:	6 May-17	None	N/A	2
			The City Council should consider increasing the Design Commission's number of members, but retain the current policy (as specified in Section 2-1-129 of the City Code) that	Council	In 2013, a Boards and Commissions Transition Task Force was created to develop recommendations to Council concerning board and commissions. In 2014, a Planning and Development Review workgroup was formed to understand and evaluate board and commission roles and membership requirements and to make recommendations regarding					
None listed	Design Commission	Greg Guernsey	Board members be selected on the basis of their design and development qualifications.	Decision Required	those boards and commissions. Staff respectfully defers this recommendation to the City Council.	N/A	N/A	None		2
None listed		Carl Wren	The Electrical Board should be consolidated with Building and Fire Code Board of Appeals.	Council	In 2013, a Boards and Commissions Transition Task Force was created to develop recommendations to Council concerning board and commissions. In 2014, a Planning and Development Review workgroup was formed to understand and evaluate board and commission roles and membership requirements and to make recommendations regarding those boards and commissions. The workgroup recommended consolidating the Electrical, Plumbing, and Solar boards; however, Council ultimately decided not to approve this recommendation. Staff respectfully defers this recommendation to the City Council.		N/A	None		1
None listed	Electric Board	Carl Wren	The Ordinance establishing the Electric Board should be modified to make the existing recommended qualifications a mandatory requirement for Board appointment.	Concur with modifications	Unless the boards are consolidated as recommended in recommendation 444, Development Services Department staff will draft an ordinance with changes to City Code section 2-1-142 to include minimum qualifications for board members. Staff currently plans is to include these qualification changes as part of the code adoption process for the 2015 construction related consensus codes.	Oct-1	5 Jun-16	5 None	N/A	1
None listed	Electric Board	Carl Wren	The ordinance establishing the Electric Board should be modified to expand the responsibilities of the Electric Board to include the act of recommending modifications to future Electrical Code.	Concur with modifications	Unless the boards are consolidated as recommended in recommendation 444, Development Services Department staff will draft an ordinance with changes to City Code s to modify the authority of the Electric Board to include providing advisory opinions on the adoption of new editions of and amendments to the electric code. Draft related recommended changes to the Electric Board bylaws.	Oct-1	.6 May-17	None	N/A	2
None listed	Mechanical, Plumbing, and Solar Board	Carl Wren	The Mechanical, Plumbing and Solar Board should be consolidated with Building and Fire Code Board of Appeals.	Council Decision Required	In 2013, a Boards and Commissions Transition Task Force was created to develop recommendations to Council concerning board and commissions. In 2014, a Planning and Development Review workgroup was formed to understand and evaluate board and commission roles and membership requirements and to make recommendations regarding those boards and commissions. The workgroup recommended consolidating the Electrical, Plumbing, and Solar boards; however, Council ultimately decided not to approve this recommendation.	N/A	N/A	None		1
None listed	Mechanical, Plumbing, and Solar Board	Carl Wren	The Ordinance establishing the Mechanical, Plumbing and Solar Board should be modified to make the existing recommended qualifications a mandatory requirement for Board appointment.	Concur with modifications	Unless the boards are consolidated as recommended in recommendation 447, Development Services Department staff will draft an ordinance with changes to City Code section 2-1-142 to include minimum qualifications for board members. Staff currently plans is to include these qualification changes as part of the code adoption process for the 2015 construction related consensus codes.	Dec-1	5 Aug-16	None	N/A	1

						Unless the boards are consolidated as recommended in					
						recommendation 447, Development Services Department					
						staff will draft an ordinance with changes to City Code					
						section 2-1-161. Change the authority of the Mechanical,					
				The ordinance establishing the Mechanical, Plumbing and		Plumbing, and Solar Board to include providing advisory					
				Solar Board should be modified to expand the responsibilities		opinions on the adoption of new editions of and					
	Mechanical.			of the Board to include the act of recommending		amendments to the plumbing, mechanical, and solar energy					
	Plumbing, and			modifications to future adoptions of the Mechanical,	Concur with	codes. Draft related recommended changes to the Board's					
None listed	Solar Board	Carl Wren	110	Plumbing and Solar Codes.	modifications	bylaws.	Dec-15	Aug-16	None	N/A	
None listeu	Planning	Carr wren	449	Fidilibilig and Solar Codes.	inounications	bylaws.	Dec-13	Aug-10	None	N/A	
	Commission					As indicated in the Zucker Report, the joint meeting will be to					
		Darles Consoles		The City Manager and the Development Complete Manager	C11						
	and Zoning and			The City Manager and the Development Services Manager of		discuss issues, policies and views. Meetings of the City					
	Planning	and Greg		the Current Planning Division should schedule bi-annual joint		Council are determined by the City Council. Staff respectfully					
None listed	Commission	Guernsey	450	study session meetings between the PC and the City Council.	Requirea	defers this recommendation to the City Council.	N/A	N/A	None	N/A	-
						With the exception of a lack of quorum, the commission					
						should proceed on all items on the agenda. However, the					
	Planning					protocol of allowing an applicant and neighborhood to have					
	Commission					one extension request should continue. Staff respectfully					
Project	and Zoning and	j			I	defers this recommendation to the Chairs of the Planning					
Managers/	Planning	j		One member of a Commission who cannot attend a meeting	<b>Board Decision</b>	Commission and the Zoning and Planning Commission. The					
Processes	Commission	Rodney Gonzales		should not be used as a reason to delay action on an item.	Required	recommendation will be forwarded to the Chairs.	N/A	N/A	None	N/A	
	Planning			·							
	Commission	]			I	Staff respectfully defers this recommendation to the Chairs					
Project	and Zoning and					of the Planning Commission and the Zoning and Planning					
Managers/	Planning			The PC and ZAP should use the same citizen comment sign-in	Board Decision	Commission. The recommendation will be forwarded to the					
Processes	Commission	Greg Guernsey	452	system to promote simplicity and to avoid confusion.	Required	Chairs.	N/A	N/A	None	N/A	
riocesses	COMMISSION	Greg Guerrisey	432	system to promote simplicity and to avoid comusion.	Required	Citalis.	IN/A	IV/A	None	IN/A	
				The Development Consists Manager for the Courset Blancing							
	Diameter			The Development Services Manager for the Current Planning		The DC and ZAD about the control of City and a control of City and					
	Planning			Division should determine when a particular item requires		The PC and ZAP should have access to City attorneys to ask					
	Commission			legal representation or other specialized technical staff (e.g.,		legal questions. The Executive Liaison will forward requests					
Project	and Zoning and			environmental) at the PC or ZAP and ensure that a qualified		to the City Attorney prior to each meeting requesting City					
Managers/	Planning			attorney from the City's Legal Department is in attendance to		attorney assistance. The Board Chair will be asked to do the					
Processes	Commission	Greg Guernsey	453	answer questions.	Concur	same for each meeting.	Jul-15	Oct-15	None	N/A	
	Planning										
	Commission			Workbook documents for Board, Commission and City Liaison	ı	The workbook and training materials should contain revision					
Project	and Zoning and			training should contain revision date information, so ensure		date information. Send this recommendation to the City					
Managers/	Planning			that users are provided with and are assured that they are		Clerk's Office so that all workbook and training materials will					
Processes	Commission	Greg Guernsey	454	studying current information.	Concur	be edited to include revision date information.	Jul-15	Jul-15	None	N/A	
	Planning			The City should provide more specialized orientation training							
	Commission			for new board and commission members, as well as on-going		Section 2-1-23 of the City Code requires board and					
	and Zoning and			quarterly training for all land use-related board and		commission members to complete training no later than the					
	Planning			commission members to raise competency levels and further		90th day after appointment or reappointment. This					
None listed	Commission	Greg Guernsey	455	improve meeting efficiency.	Concur	recommendation will be forwarded to the City Clerk's Office.	Jul-15		None	N/A	
None listed	Commission	dreg duernsey	433	Improve meeting emtiency.	Concu	recommendation will be forwarded to the city clerk's office.	Jul-13	Jul-13	None	N/A	
	Posidortial	j		Povice the Land Development Cade (LDC) Cubeheat F	I	On May 7, 2015, the City Council disselved the Besidential					
	Residential	]		Revise the Land Development Code (LDC) Subchapter F	1	On May 7, 2015, the City Council dissolved the Residential					
	Design and	j		provisions now to reassign the responsibilities of the	I	Design and Compatibility Commission (RDCC). All former site					
Name Bat 1	Compatibility	Labor MADE		Residential Design and Compatibility Commission (RDCC) to		development regulations such as Subchapter F are now	C		None		
None listed	Commission	John McDonald	456	the Zoning Board of Adjustment.	Concur	required to be heard by the BOA.	Complete	Complete	None	N/A	
				Encourage that individual Residential Design and							
	Residential	j		Compatibility Commission (RDCC) members, if desired, be	I	On May 7, 2015, the City Council dissolved the Residential					
	Design and			appointed to the CodeNEXT Steering Committee, Planning		Design and Compatibility Commission (RDCC). William					
	Compatibility	j		Commission, Design Commission, or Zoning Board of	I	Burkhart, formerly with RDCC, now sits on the Board of					
None listed	Commission	John McDonald	457	Adjustment.	Concur	Adjustment as appointed by Council Member Kitchen's office	Complete	Complete	None	N/A	
				The Planning and Development Review Department, other							<u> </u>
				departments included in the survey, and Boards and		Review 2014 customer survey associated with Zucker Final					
		Rodney Gonzales		Commissions should review the customer questionnaire and	I	Report and take action to improve results. The survey within					
Partnering	Entire	and Greg		determine areas where they can be responsive to customer	Concur with	the Zucker Report will be distributed to all City departments					
Departments	Department	Guernsey	458	concerns.	modifications	included in the survey.	Aug-15	Aug-15	None	N/A	
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						Distribute for review the detailed comments included in					
		j			I	Question 42. The detailed comments included in Question 42					
	1			L	I		1	1			
		Rodney Conzalor									
Dartnoring	Entiro	Rodney Gonzales		All involved departments and Planning and Development		will be distributed to all departments and Planning and					
Partnering Departments	Entire Department	Rodney Gonzales and Greg Guernsey		All involved departments and Planning and Development Review Department (PDRD) Divisions should review the detailed comments included in Question 42.	Concur	Zoning and Development Services Divisions. The comments will be reviewed to identify commonalities.	Aug-15	Aug-15	None	N/A	

	1	1			1				1	1	1
	Entire Department	Carl Wren		All the City departments involved in the development process should review questions 18 and 19 and develop ways to address the stakeholder concerns.	Concur	Distribute for review Questions 18 and 19 and develop ways to address stakeholder concerns. Concurrent with the interrelationship review of Development Services and other departments, Questions 18 and 19 will be reviewed with all departments. Recommendations to address stakeholder concerns will be addressed in the findings of the interrelationship review.	Aug-15	Aug-15	None	N/A	1
	Entire Department	Rodney Gonzales and Greg Guernsey		Planning and Development Review Department (PDRD) staff and managers should look at the negative percentages from the customer survey and also study in detail the specific accompanying responses.	Concur	Review the negative percentages from the customer survey and study the accompanying responses. Development Services and Planning and Zoning will study the negative percentages from the customer survey. The accompanying responses will be studied. Findings from the review will be assessed against new measures implemented within the Action Plan to identify whether the customer concerns are being addressed through the Action Plan.	Oct-15	Jan-16	None	N/A	1
Берагинента	Бераганена	Guerrisey	401	accompanying responses.	Concu	being addressed through the Action Flan.	Oct 13	3411 10	None	IV/A	
				Staff involved with the website should review the three		Staff involved with the website will review the three questions and specific comments. On April 6, 2015, Planning and Development Review was reorganized into the Development Services Department and Planning and Zoning Department. As a result the website has also been reorganized by department and the split provided an opportunity to begin rebuild the framework for each website. Staff will review the three questions and the specific comments included for each question. A Public Information Specialist position is included in the FY2015-16 Proposed Budget. The position will be dedicated to improving the website, including navigation, design and maintenance. The website is a critical opportunity for engaging with the public					
Management/	Entire			questions and the specific comments included for each		and using the website to provide information to the public in					
Communication	Department	Sylvia Arzola	462	question.	Concur	a transparent manner.	Oct-15	Feb-16	None	N/A	1